Research Product 98-03

Plan for Combat Operations (Battlefield Function 18) as Accomplished by a Heavy Brigade Volume 1: Function Analysis

Kent E. Harrison and Terry P. Bartkoski
PRC, Inc.

Dorothy L. Finley and Kathleen A. Quinkert
U.S. Army Research Institute

January 1998

Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

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14. ABSTRACT *(Maximum 200 words)*:

The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.

The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF 18 as performed by a heavy brigade headquarters.

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Structured Training Staff Training Multiechelon Training Training Strategy
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FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS
Technical Director

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This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Battle Command Training Program, U.S. Army Command and General Staff College, TRADOC Program Integration Office-Army Battle Command System, DTDD at USAARMC, Joint Readiness Training Center (JRTC), and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, USAARMS; LTC Larry Newman, U.S. Army Army Air Defense Artillery School; LTC David M. Annen, U.S. Army Field Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owned to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

PLAN FOR COMBAT OPERATIONS (BATTLEFIELD FUNCTION 18) AS ACCOMPLISHED BY A HEAVY BRIGADE VOLUME 1: FUNCTION ANALYSIS

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OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a heavy (armored or mechanized infantry) brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides the user with necessary and relevant information concerning the analysis of BF 18, Plan For Combat Operations, as performed by an armored brigade. Participants and organizational structure identified in this analysis are based on table of organization and equipment (TOE) 87042L100, dated 10/05/95. Field manual (FM) 71-3, Final Draft, August 1995, was used to identify special staff positions.

This function analysis (FA), Plan For Combat Operations (BF 18), is a product of the process of developing training strategies for the brigade. It is the first of the three BFs (Plan, Prepare, Execute) which compose the command and control (C^2) battlefield operating system (BOS). The analysis reflects all the tasks, participants, products, and processes required by the brigade to achieve the outcomes necessary for the commander and staff to plan for combat operations in compliance with the commander's concept and intent.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-BOSs linkages[1]

Synchronization - the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time chosen by the commander - starts in the planning phase (BF 18) when the brigade commander first visualizes and articulates his intent and concept of the operation to his staff and the brigade subordinate/supporting commanders. Synchronization continues into the preparation phase (BF 19) with the rehearsals, other preparations for battle, and refinements of the original operations plan. In the execution phase of the battle (BF 20), the brigade commander must make timely decisions based upon the rapidly changing situation. He will be the center of multiple cycles of monitoring, planning, and directing as he and his brigade react to change in mission, enemy, terrain, troops, and time (METT-T).

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization, it is doubtful that a commander's concept and intent will be achieved.

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[1] The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

The analysis identifies the critical tasks and subtasks undertaken by the brigade commander, his staff, and the brigade subordinate/supporting commanders. This function analysis addresses the function of planning for battle at the brigade level. Planning for battle as outlined in this BF never begins from a standing start. The activities in this BF are initiated by the brigade upon receipt of a warning order (WARNO) or operations order (OPORD) from the next higher headquarters, which is normally a division. The phase concludes when the brigade order has been issued, briefed, and the confirmation briefings to the brigade commander have been conducted.

Tasks related to the preparation of estimates are found throughout the Task List. The requirement for estimates to be initiated early in, or even before, the brigade planning process and to be continuously updated is the emphasis of this function analysis. Task 6 of the task list, "The brigade commander and staff prepare estimates," describes the tasks performed and the performance steps associated with the preparation of estimates, regardless of when in the military decision-making process (MDMP) these estimates are performed.

The product of this BF will be a complete OPORD. This information enables accomplishment of the brigade mission through the support of all brigade elements and supporting units. It will become the planning input for all other BFs performed by the armored brigade in the preparation and execution phases. An important step in the development of this function analysis has been the integration of information from task analyses of other relevant BFs. This integration permits the matching of critical tasks and information from BF 18 with the other brigade BFs now being analyzed, as well as with the analyses of command and control BFs being performed by units normally operating with the brigade, such as the forward support battalion, the direct support field artillery battalion, and the engineer battalion.

This function analysis has identified those tasks that must occur at the brigade level to facilitate parallel planning conducted by the combat, combat support, and combat service support battalions and units assigned to the brigade. This analysis recognizes that planning is a continuous process. Tasks are included that show that the brigade commander and staff continue to revise and refine the plan until a point where further change is dysfunctional to the conduct of subordinate preparation and execution activities. Tasks concerning refinement of the plan are included in Brigade BF 19, "Direct and Lead Units During Preparation for the Battle."

Brigade planning may begin while the brigade is operating in varied environments. The planning may occur while the brigade is in a secure area prior to being deployed into a forward battle area, or while the brigade is forward in the battle area but prior to actual engagement (e.g., in a reserve position). Planning could also occur during the battle. In such an instance, it could be for a second mission (e.g., a contingency mission), or it could be in reaction to situation changes during the execution of the mission, or to change what the brigade was required to accomplish, based on its original mission (e.g., retask the brigade with a fragmentary order [FRAGO]). Planning during the execution phase of a battle would normally require the exercise of the MDMP in a time-constrained environment. Planning associated with the development of a FRAGO is described in both BF 19 and BF 20.

The MDMP outlined in the 1993 publication of FM 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this function analysis. At the time of writing this analysis (August - December 1996), the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, is in the process of rewriting the draft manual. This function analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors have coordinated continuously with the Command and General Staff College to ensure that the doctrine reflected in this analysis is accurate and current. However, information reflected in the recently published FM 101-5 (31 May 1997) will most likely require minor modification of this analysis. The currency of this analysis will also be affected by changes to unit capabilities, such as the additional technology (e.g., information systems), now in different stages of fielding.

This analysis also reflects current and emerging Army doctrine based on FM 71-3, The Armored and Mechanized Infantry Brigade, January 1996, and its portrayal of the decision-making process.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable Field Manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP sub-task or some other element of the ARTEP-MTP; b) multiple sub-tasks from several different, but related ARTEP-MTP tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned publications; e) tasks developed during coordination visits with TRADOC proponent schools, U.S Army Forces Command (FORSCOM) units, and the Combat Training Centers; or, f) performance requirements considered necessary based on experience of the analyst.

PURPOSE AND OUTCOMES

This component identifies what the BF is supposed to accomplish overall, which we term as the purpose. This component also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To provide direction and guidance to all elements of the brigade in the form of brigade orders.

OUTCOMES

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.

2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.

3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).

4. Brigade operations, command and control continue during planning process.

FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

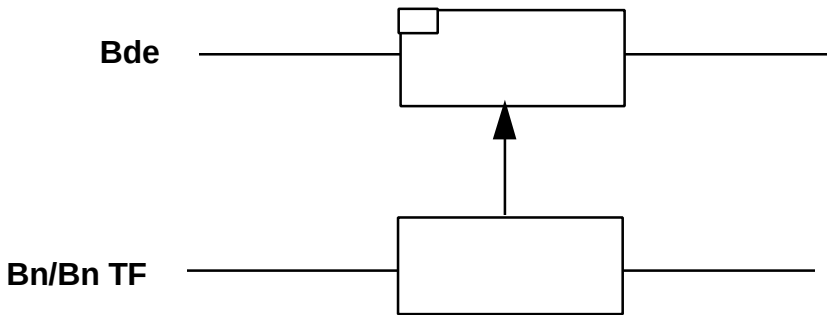


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)tasks. Figure 2 illustrates this association.

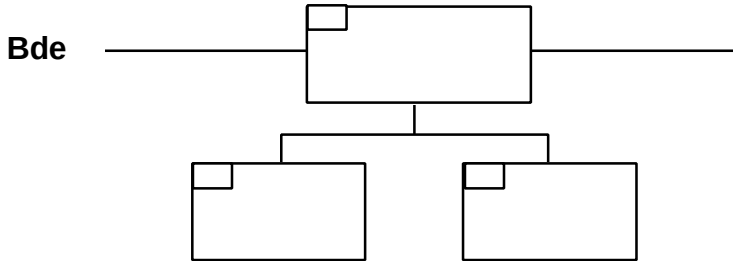


Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the "Key Inputs and Outputs" component (section 5) of this BF FA, are also reflected on the flow charts. The relevant input and/or output letter listed in the "Key Inputs and Outputs" component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.

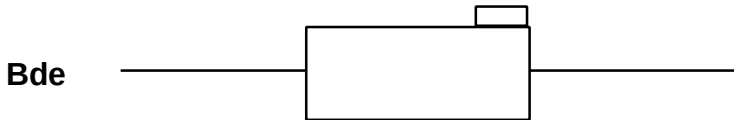
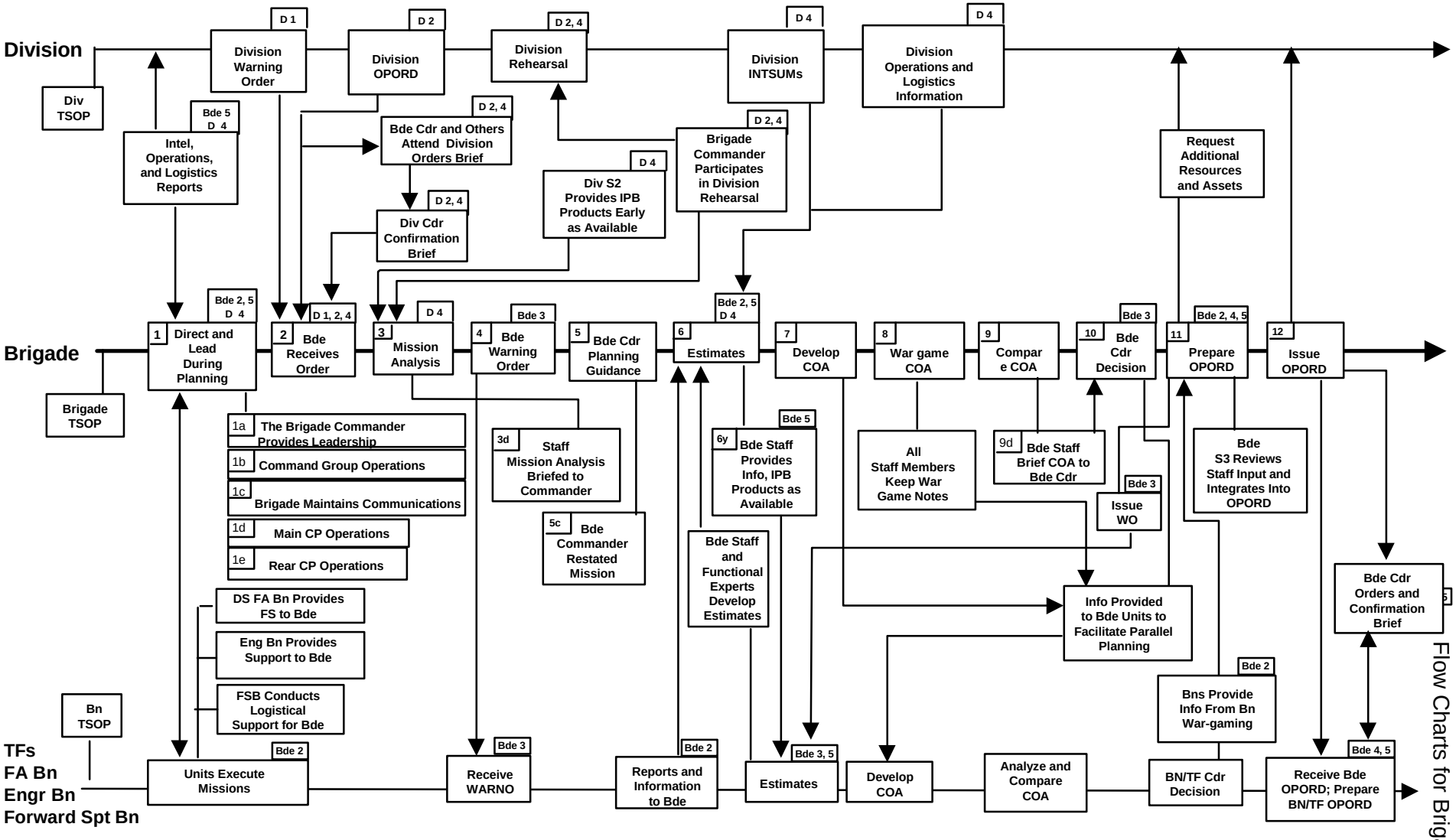


Figure 3. Depiction of placement of the box reflecting information input and output.

Task Flow Plan



Flow Charts for Brigade BF 18

TASK LINKAGES TO OTHER BFs/UNITS

This component links the tasks performed as a part of this function with the tasks performed in other BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which FAs have not been accomplished. For tasks extracted from published BF FAs, the task number is provided.

TASKS	**LINKS TO OTHER BFs/UNITS**
1. **The brigade commander and staff direct and lead the brigade during planning for the battle.**	Division BF 18, Task. - The division signal battalion establishes the division area communications system. Division BF 18, Task. - The division aviation brigade provides Army aviation in support of brigade operations. Bde BF 1, Task 6. a. 7). - The brigade intelligence officer, brigade and battalion staff (S2) coordinates with the direct support military intelligence company's (DS MI Co) counterintelligence (CI) team to conduct an analysis of the brigade's critical tactical capabilities to determine the brigade's vulnerabilities. Bde BF 18, Task 1.b. 4). - The brigade executive officer (XO) ensures liaison officers (LNOs) or noncommissioned officers (NCOs) are dispatched as required. Direct Support Field Artillery Battalion (DS FA Bn) BF 18, Task 1.d.15). - The brigade fire support element (FSE) section initiates (establishes) fire support operations. Engineer Battalion BF 18, Task 1.b. - The engineer battalion commander directs ongoing engineer mobility, counter mobility, and survivability

operations.

TF BF 2, Task 3.
- Conduct reconnaissance and surveillance (R&S).

Forward Support Battalion (FSB) BF 18, Task 1.i.
- The FSB staff directs the accomplishment of combat service support (CSS) operations.

Air Defense Artillery (ADA) Battery BF 16, Task 1.b.
- The battery commander positions subordinate units to perform active air defense for the brigade during planning.

DS MI Co BF 18:
- The DS MI Co commander establishes all source analysis systems (ASAS) in support of the brigade S2.

2. **The brigade receives an order initiating a new mission from higher headquarters.**

Division BF 18, Task.
- The division conducts an OPORD briefing.

Division BF 19, Task.
- The division conducts a rehearsal.

Aviation Brigade (Avn Bde) BF 18, Task.
- The aviation brigade provides C2 aircraft in support of the brigade main command post (CP).

DS FA Bn BF 18, Task 2.a
- The DS FA battalion commander, brigade fire support officer (FSO) and designated personnel, based on brigade TSOP, attend the division orders brief and receive the division order.

Engineer Battalion BF 18, Task 2.a.
- The engineer battalion commander as the

brigade engineer attends the division orders brief in accordance with supported maneuver brigade TSOP.

TF BF 18, Task 2.
- Receive order from higher headquarters.

FSB BF 18, Task 2.b.
- The FSB commander, XO, support operations officer, and/or the FSB S2/3 attend the orders briefs of higher headquarters

ADA Battery BF 16, Task 2.
- The air defense artillery liaison officer (ADALO) and battery commander receive an order initiating a new mission from higher headquarters.

3. **The brigade commander and staff conduct mission analysis.**

DS FA Bn BF 18, Task 3.
- The battalion commander and staff conduct mission analysis and initiate parallel planning.

Engineer Bn BF 18, Task 3.
- The engineer Bn commander and staff conduct mission analysis and initiate parallel planning.

FSB BF 18, Task 3.
- The FSB commander and staff conduct mission analysis and initiate parallel planning.

ADA Battery BF 16, Task 3.
- The ADALO conducts mission analysis with the brigade staff.

Avn Bde BF 18, Task.
- The Avn Bde provides C2 aircraft in support of the brigade main CP.

DS MO CO BF 18, Task.
- The DS MI CO commander conducts mission analysis with the brigade staff.

4. **The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.**

DS FA Bn BF 18, Task 2.c.
- The battalion may also receive a warning order (WARNO) from division artillery (DIVARTY) and from the brigade.

DS FA Bn BF 18, Task 4.
- The battalion S3 directs the staff in the preparation of a battalion WARNO.

Engineer Bn BF 18, Task 2.b.
- The engineer battalion may also receive a WARNO from the engineer brigade and from the supported maneuver brigade.

Engineer Bn BF 18, Task 4.
- The engineer battalion XO directs the staff in the preparation and issuance of an engineer battalion WARNO.

TF BF 18, Task 2.b.
- If higher headquarters WARNO is received first, the battalion XO or “Battle Captain” inform commander of content of WARNO.

TF BF 18, Task 4.
- Issue the WARNO.

FSB BF 18, Task 2.c.
- Upon receipt of the WARNO the FSB XO or CP "Battle Captain" inform commander of the content of the WARNO.

FSB BF 18, Task 4.
- The FSB XO directs the staff in the preparation and issuance of a battalion WARNO.

ADA Battery BF 16, Task 2.c.
- The battery commander or battery XO receives WARNOs from the ADA battalion and from the brigade (when issued following the brigade mission

analysis).

ADA Battery BF 16, Task 4.
- The ADALO provides air defense information to the brigade S3 input for the brigade WARNO.

5. **The brigade commander issues initial planning guidance.**

Brigade BF 18, Task 5.b.
- The brigade XO prepares the brigade staff to receive the brigade commander's guidance and determines who must be present at the commander's guidance briefing, if not standing operating procedures (SOP) (e.g., engineer battalion Cdr, fire support coordinator [FSCOORD], military police [MP] platoon leader).

DS FA Bn BF 18, Task 5.
- The battalion commander issues initial planning guidance.

Engineer Bn BF 18, Task 2.k.
- The engineer battalion S3 participates in the supported maneuver brigade's planning process. [AN]

Engineer Bn BF 18, Task 5.a.
- The engineer battalion commander develops planning guidance using supported maneuver brigade commanders planning guidance.

TF BF 18, Task 2.
- Receive order from higher headquarters.

FSB BF 18, Task 5.c.
- The FSB commander designates an officer to attend the supported brigade's course of action (COA) development and/or war-gaming (normally the support operations officer or S2/S3) if COA development was not done immediately following the brigade's mission analysis.

FSB BF 18, Task 5.a.
- The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander.

ADA Battery BF 16, Task 5.
- The ADALO and ADA battery commander receive initial planning guidance from the brigade commander.

6. **The brigade commander and staff prepare estimates.**

DS FA Bn BF 18, Task 6.
- The battalion commander and staff prepare estimates.

Engineer Bn BF 18, Task 6.
- The engineer battalion commander and staff prepare staff estimates.

TF BF 18, Task 6.
- Prepare staff estimates.

FSB BF 18, Task 6.
- The FSB commander and staff prepare staff estimates.

ADA Battery BF 16, Task 6.
- The ADALO prepares paragraphs 1 and 2 of the AD estimate.

7. **The brigade commander and staff develop course(s) of action.**

FSB BF 18, Task 5.c.
- The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming (normally the support operations officer or S2/S3) if COA development was not done immediately following the brigade's mission analysis.

8. **The brigade commander and staff analyze course(s) of action.**

DS FA Bn BF 18, Task 7.b.
- The battalion commander attends the brigade's COA development and war-gaming or is represented by the brigade

FSO and obtains: (1) Selected brigade COA (which become the basis for the battalion COA) (2) Notes from the brigade's war-gaming to assist in the development of battalion COA.

Engineer Bn BF 18, Task 7.d.
- The engineer battalion S3 communicates the selected brigade COA, its supporting scheme of engineer operations, and the supported maneuver brigade war-gaming notes to the engineer battalion commander and/or XO.

FSB BF 18, Task 5.c.
- The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming (normally the support operations officer or S2/S3) if COA development was not done immediately following the brigade's mission analysis.

ADA Battery BF 16, Task 8.
- The ADALO participates in the brigade COA analysis.

DS MI Co BF 18, Task.
- The DS MI Co. commander attends brigade war-gaming.

9. **The brigade staff compares course(s) of action.**

10. **The brigade commander announces his decision.**

DS FA Bn BF 18, Task 7.b.
- The battalion commander attends the brigade's COA development and war-gaming or is represented by the brigade FSO and obtains: (1) Selected brigade COA (which become the basis for the battalion COA) (2) Notes from the brigade's war-gaming to assist in the development of battalion COA.

Engineer Bn BF 18, Task 7.d.

- The engineer battalion S3 communicates the selected brigade COA, its supporting scheme of engineer operations, and the supported maneuver brigade war-gaming notes to the engineer battalion commander and/or XO.

FSB BF 18, Task 5.c.
- The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming (normally the support operations officer or S2/S3) if COA development was not done immediately following the brigade's mission analysis.

ADA Battery BF 16, Task 10.
- The ADALO receives the COA decision from the brigade commander.

11. **The brigade staff prepares the operations order.**

DS FA Bn BF 18, Task 11.e.
- The battalion S3 section issues the WARNO that provides critical information from the COA analysis and battalion commander's decision..

Engineer Bn BF 18, Task 11. e.
- The engineer battalion S3 section issues the WARNO that provides critical information from the COA analysis and commander's decision.

TF BF 18, Task 2.
- Receive orders from higher headquarters

FSB BF 18, Task 11.b.
- The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information, based on results of COA analysis and commander's decision.

ADA Battery BF 16, Task 11.
- The ADALO and the ADA battery commander prepare the AD applicable

sections of the brigade order.

12. **The brigade commander and staff issue the operations order.**

Division BF 18, Task.
- The LNOs to division and adjacent units provide the brigade OPORD or fragmentary order (FRAGO) to their respective headquarters (HQ).

Engineer Bn BF 18, Task 11.a.
- The engineer battalion commander and selected staff attend the supported maneuver brigade order and confirmation briefs.

TF BF 18, Task 2.
- Receive order from higher headquarters

ADA Battery BF 16, Task 12.
- The ADALO/ADA battery commander participates in the brigade orders brief.

Brigade BF 18, Task 12.a.4.
- All brigade key staff and subordinates are present at the brigade OPORD issuance and are alert and attentive during briefing.

KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TOE) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

TASKS	PARTICIPANTS
1. **The brigade commander and staff direct and lead the brigade during planning for the battle**.	Bde Cdr, Bde XO, Bde command sergeant major (CSM), Bde S2, Bde S2 section, Bde senior (Sr) intelligence (Intel) NCO, Bde DS MI Co Cdr, Bde S3, Bde S3 section, Bde S3 Air, Bde S3 operations (Opns) sergeant (Sgt), Bde chemical officer (CMLO), Bde FSO, Bde FSE, Bde targeting officer, assistant Bde Engr (ABE), Bde air defense officer (ADO), Bde ADALO, Bde air liaison officer (ALO), Bde aviation liaison officer (AVLO), Bde adjutant/personnel officer (S1), Bde S1 section, Bde personnel staff NCO (PSNCO), Bde chaplain, Bde Surgeon, Bde MP platoon leader (Plt Ldr), Bde supply/logistics officer (S4), Bde S4 section, Bde Sr Supply (Sup) Sgt, Bde civil-military operations (S5) (if assigned), Bde signal officer (Bde SO), Bde headquarters and headquarters company (HHC) Cdr, Bde signal section, Bde signal support system NCO, Bde naval gunfire liaison officer (NGLO)
2. **The brigade receives an order initiating a new mission from higher headquarters.**	Bde Cdr, Bde XO, Bde S2, Bde S2 section, Bde Sr Intel analyst, Bde DS MI Co Cdr, Bde S3, Bde S3 section, Bde S3 Air, Bde S3 Opns Sgt, Bde CMLO, LNOs, FSCOORD, Bde FSO, Bde FSE, Bde ABE, engineer Bn Cdr, Bde ADO, Bde ADALO, Bde S1, Bde S1 section, Bde PSNCO, Bde Surgeon, Bde S4, Bde S4 section, Bde Sr Sup Sgt, Bde SO, HHC Bde signal section, Bde signal support system NCO, Bde S5

3.	**The brigade commander and staff conduct mission analysis.**	Bde Cdr, Bde XO, Bde S2, Bde S2 section, Bde Sr Intel Analyst, Bde DS MI Co Cdr, Bde S3, Bde S3 Air, Bde S3 section, Bde CMLO, Bde FSO, Bde FSE, Bde ABE, Bde ABE section, Bde ADO, Bde AVLO, Bde ALO, Bde S1, Bde S1 section, Bde PSNCO, Bde chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 section, Bde Sr Sup Sgt, Bde SO, HHC Bde signal section, Bde signal support system NCO, Bde NGLO, Bde S5, FSB support operations officer
4.	**The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.**	Bde XO, Bde S2, Bde S3, Bde S3 section, Bde S4, Bde S1
5.	**The brigade commander issues initial planning guidance.**	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, Bde CMLO, Bde FSO, Bde ABE, Bde S1, Bde S4, Bde SO, Bde S5
6.	**The brigade commander and staff prepare estimates.**	Bde Cdr, Bde XO, Bde S2, Bde S2 section, Bde Sr Intel analyst, Bde DS MI Co Cdr, Bde S3, Bde S3 section, Bde S3 Air, Bde S3 Opns Sgt, Bde CMLO, Bde FSO, Bde FSE, Bde ABE, Bde ABE section, Bde ADALO, Bde AVLO, Bde ALO, Bde NGLO, Bde S1, Bde S1 section, Bde PSNCO, Bde Chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 section, Bde Sr Sup Sgt, Bde SO, Bde signal support system NCO, Bde S5
7.	**The brigade commander and staff develop courses of action.**	Bde Cdr, Bde XO, Bde S2, Bde S2 section, Bde Sr Intel analyst, Bde S3, Bde S3 section, Bde S3 Air, Bde S3 Opns Sgt, Bde CMLO, Bde FSO, Bde FSE, Bde NGLO, Bde ABE, Bde ADO, Bde AVLO, Bde ALO, Bde S1, Bde S1 section, Bde PSNCO, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 section, Bde Sr Sup Sgt, FSB support operations officer, Bde SO, Bde S5
8.	**The brigade commander and staff analyze courses of action**	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, Bde CMLO, Bde FSO, Bde ABE, ADO,

		Bde AVLO, Bde ALO, Bde S1, Bde S4, FSB support operations officer
9.	**The brigade staff compares courses of action.**	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde CMLO, Bde FSO, Bde ABE, Bde ADO, Bde AVLO, Bde ALO, Bde S1, Bde Surgeon, Bde MP Plt Ldr, Bde S4, FSB support operations officer, Bde SO, Bde S5
10.	**The brigade commander announces his decision.**	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, Bde FSO, Bde ABE, Bde ADO, Bde S1, Bde S4, Bde S5
11.	**The brigade staff prepares the operations order.**	Bde Cdr, Bde XO, Bde S2, Bde S2 section, Bde Sr Intel analyst, Bde DS MI Co Cdr, Bde S3, Bde S3 section, Bde S3 Air, Bde S3 Opns Sgt, Bde CMLO, Bde FSO, Bde FSE, Bde Targeting Officer, Bde ABE, Bde ABE section, Bde ADO, Bde AVLO, Bde ALO, Bde S1, Bde S1 section, Bde PSNCO, Bde chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 section, Bde Sr Sup Sgt, FSB support operations officer, Bde SO, Bde NGLO, Bde S5
12.	**The brigade commander and staff issue the operations order.**	Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 section, Bde S3 Air, Bde CMLO, Bde FSO, Bde ABE, Bde ADO, Bde S1, Bde S4, Bde SO, Bde S5

KEY INPUTS AND OUTPUTS

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF as performed by this echelon and to establish standards for measuring the performance of BF tasks.

KEY INPUTS

D - 1 DIVISION WARNING ORDER (WARNO)

a. HEADING

1) References: maps, charts, and other relevant documents.

2) Time zone used throughout the order.

3) Task organization.

b. SITUATION

1) Enemy forces. Include significant changes of information.

2) Friendly forces.

a) Corps mission.

b) Corps commander's intent.

c) Corps concept of operation.

d) Missions of units to the immediate left and right of the division.

e) Missions of other units with a significant bearing on the division.

3) Attachments and detachments.

c. MISSION of the division

d. EXECUTION

Intent of the division commander (if available).

1) Concept of operation (when available).

2) Tasks to maneuver units (when available).

a) Tasks to units for execution.

b) Movement to be initiated (time).

c) Reconnaissance to be initiated (time).

d) Security to be in place (time).

3) Tasks to combat support units (when available).

4) Coordinating instructions.

a) Commander's critical information requirements (CCIR).

b) Risk guidance.

c) Deception guidance.

d) Timeline.

e) Guidance on orders and rehearsals.

f) Orders group meeting (attendees, location, and time) (when applicable).

g) Earliest time of movement and amount of notice.

e. SERVICE SUPPORT

1) Special equipment: Identify requirements and coordinate transfer to using units.

2) Transportation: Identify requirements and coordinate for pre-positioning of assets.

f. COMMAND AND SIGNAL

1) Command. Chain of command if different from division SOP.

2) Signal. Identify current signal operating instructions (SOI) and prepositioning of assets to support the operation.

g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

D - 2 DIVISION OPERATIONS ORDER (OPORD)

a. HEARING

1) References. (Maps, charts, DATUM, and other related documents needed to understand the order).

2) Task organization.

b. SITUATION

1) Enemy forces.

a) Description of the enemy to brigade level.

b) Enemy most probable COA.

c) Enemy most dangerous (to the division) COA.

d) Assessment of terrorist activities directed against the division.

2) Friendly forces.

a) Echelons above corps (EAC) mission.

b) EAC commander's intent.

c) EAC concept of operation.

d) Corps mission.

e) Corps commander's intent.

f) Corps concept of operation.

g) Missions of units to the immediate left and right of the division.

h) Missions of other units with a significant bearing on the division.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the division commander.

1) Concept of operation (by phase if required).

a) Maneuver.

b) Fire Support.

(1) Main effort.

(2) Priority of fires.

c) Mobility and Survivability.

(1) Priority of support.

(2) Priority of mobility and survivability assets as appropriate for general support (GS) units.

(3) Designation of authority to emplace obstacles.

d) Air Defense.

(1) Priority of air defense.

(2) AD weapons status.

(3) AD warning status.

e) Command and Control Warfare (C2W).

2) Tasks to maneuver units.

a) Infantry.

b) Armor.

c) Cavalry.

d) Aviation.

3) Tasks to combat support units.

a) Fires.

(1) Air support.

(a) Close air support (CAS) sorties allocation.

(b) Tactical air reconnaissance sorties allocation.

(2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)

(3) Field artillery support.

(a) General. (Priorities for counterfire or interdiction.)

(b) Organization for combat.

(4) Naval surface fires (NSFs).

(5) Fire support coordinating instructions.

b) Mobility and Survivability.

(1) Engineer (and engineer overlay).

(2) Nuclear, biological, and chemical (NBC) operations.

c) Air Defense.

(1) Organization for combat.

(2) Missions.

(3) Priorities for protection.

d) C2W.

(1) Functional and support roles of attached MI units.

(2) Deception.

(3) Electronic warfare (EW).

(4) Psychological warfare.

(5) Unmanned aerial vehicle (UAV).

4) Coordinating instructions.

a) Time or condition when the division OPORD becomes effective.

b) CCIR.

(1) Priority intelligence requirements (PIR) (if not addressed in Annex B [Intelligence]).

(2) Essential elements of friendly information (EEFI) (if not addressed in Annex B [Intelligence]).

(3) Friendly forces information requirements (FFIR) (if not addressed in Annex B [Intelligence]).

c) Risk reduction control measures.

(1) Antiterrorist actions.

(2) Mission-oriented protective posture (MOPP).

(3) Operational exposure guidance (OEG).

(4) Vehicle recognition signals.

(5) Fratricide prevention measures.

d) Rules of engagement (ROE).

e) Environmental considerations.

f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

1) Support concept.

a) Synopsis of the division support command (DISCOM) mission.

b) DISCOM headquarters and/or division support area locations.

c) The corps support command (COSCOM) support priorities and where the division fits into those priorities.

d) The division commander's priorities of support.

e) COSCOM units supporting the division.

f) Significant and/or unusual CSS issues that might impact the overall division operation.

g) Any significant CSS risks.

h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.

2) Material and services.

3) Medical evacuation (MEDEVAC) and hospitalization.

4) Personnel.

5) Civil-military cooperation.

6) Miscellaneous.

f. COMMAND AND SIGNAL

1) Command.

a) Map coordinates for division CP locations.

b) Chain of command if different from division SOP.

2) Signal.

a) Signal instructions.

b) Identification of current SOI.

c) Required division reports, formats, and times due (if different from TSOP).

g. ACKNOWLEDGE

h. ANNEXES:

1) A-Task organization

2) B-Intelligence

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

1 Known and templated locations and activities of enemy units to brigade level.

2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of division functions.

3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall division operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks by unit.)

(3) Multidisciplined counterintelligence (CI). (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

(a) Intelligence requirements and their priority.

(b) Intelligence acquisition.

1 Requests to corps, EAC, adjacent, and cooperating units (for intelligence information).

2 Requests for information from other units not organic or attached.

(c) Measures for handling personnel, documents, and material.

1 Enemy prisoners of war (EPW), deserters, repatriates, civilian inhabitants of area, and other persons.

a Special handling and segregation instructions.

b Location of EPW collection points.

2 Captured documents. (Special instructions [SPINS] for handling and processing from time of capture to receipt by specified division intelligence personnel [if different from TSOP].)

3 Captured material. (Specially designated items or categories of enemy material required for examination; specific instructions for

their processing and disposition [if different from TSOP].)

(d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from TSOP].)

(e) Distribution of intelligence products.

1 Periods that routine reports and distribution cover.

2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined CI Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets up to corps and down to battalion.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

(2) Friendly situation.

(a) Corps concept of fires.

(b) Adjacent units' concepts of fires.

(c) Supporting air and naval forces.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of fires to support the division commander's concept and priority of fire support.

(2) Air support.

(a) Division commander's intent for use of air power.

(b) Air interdiction (AI) operations.

(c) CAS operations.

(d) Electronic combat (EC) operations.

(e) R&S operations.

(f) Miscellaneous.

1 Air tasking order (ATO) effective time period.

2 Deadlines for submission of AI, CAS, R&S, and EC requests.

3 Mission request numbering system as it relates to the target numbering system.

4 Joint suppression of enemy air defense (JSEAD) taskings.

5 Essential Army airspace command and control (A2C2) measures.

(3) Field artillery support.

(a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.

(b) Artillery organization for combat.

(c) Allocation of ammunition.

(d) Miscellaneous.

1 Changes to the targeting numbering system.

2 Use of pulse repetition frequency (PRF) codes.

3 Positioning restrictions.

(4) NSF.

(a) Concept for use of NSF support.

(b) NSF organization and relationships of ship to units (DS, GS).

(c) Miscellaneous.

1 Trajectory limitations or minimum safe distances.

2 Frequency allocations.

(5) Chemical support.

(6) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)

(7) Target acquisition.

(a) Employment and allocation of FA target-acquisition systems and intelligence and electronic warfare (IEW) assets.

(b) Specific target-acquisition tasks, the observation matrix, fire support execution matrix (FSEM), and radar deployment order (RDO).

(8) Coordinating instructions.

(a) Deep operations boundary.

(b) Targeting products.

1 Target-selection standards (TSS) matrix.

2 High-payoff target list (HPTL).

3 Attack-guidance matrix (AGM).

(c) Fire support coordination measures (FSCMs).

(d) Time of execution of program of fires relative to H-Hour.

(e) ROE.

d) SERVICE SUPPORT

(1) Location of ammunition transfer points (ATPs) and ammunition supply points (ASPs).

(2) Controlled supply rate (CSR).

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Air Support.

(2) Appendix 2 - Field Artillery.

(3) Appendix 3 - Naval Surface Fires.

5) E-Mobility and Survivability

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy engineer capabilities and/or activities.

1 Known and templated locations and activities of enemy engineer units to battalion level.

2 Significant enemy maneuver and engineer capabilities that impact division engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall division operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command-regulated classes of supply.

(2) Supply distribution plan.

(3) Transportation.

(4) Combat health support (CHS).

(5) Host Nation (HN).

(a) Type, location, facilities, assets, and support available.

(b) Procedures for requesting and acquiring HN support.

(c) Limitations and restrictions on HN support.

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Engineer.

(a) Scheme of engineer operations to support the overall division operation. The engineer main effort by mission and unit for each phase of the operation. Corps level missions that impact the division.

1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts to support division deep, close, and rear operations. Identification, prioritization, and assignment of responsibilities for corps and division directed and reserve targets execution criteria for reserve targets.)

2 Situational obstacles. (Concept for employing situational obstacles to support the division plan. Division planned and executed obstacles. Division planned and brigade executed obstacles. Division resourced and brigade planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use scatterable mines [SCATMINEs]; restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 Times or events at which obstacle belts become effective.

2 Division PIR to be considered by subordinate engineer staffs and that PIR must be reported.

3 Mission reports required.

4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

1 Certification of local water sources.

2 Solid waste and liquid waste management.

3 Medical waste.

4 Hazardous waste management.

5 Flora and fauna protection.

6 Archeological and historical preservation.

(c) SERVICE SUPPORT

(d) COMMAND AND SIGNAL (Responsibility for initial environmental considerations guidance. Point of contact [POC] for processing requested waivers to environmental governing standards, responsibility for coordinating and issuing guidance on disposal of hazardous material and wastes.)

(3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.

(a) Scheme of NBC defense operations to support the overall division operation.

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 MOPP level guidance.

2 Automatic masking criteria.

3 Troop safety criteria.

4 Decontamination site locations.

5 Medical facilities and locations for treating chemical casualties.

6 Turn-in points for chemical/biological samples.

7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.

8 OEG guidance (if applicable).

9 Procedures for limiting electro-magnetic pulse (EMP) effects.

(d) SERVICE SUPPORT
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)

(e) COMMAND AND SIGNAL
(NBC warning and reporting system.)

(f) Tabs:

1 Tab 1- NBC Defense.

2 Tab 2 - Smoke operations.

6) F-Air Defense

a) SITUATION

(1) Enemy.

(a) Terrain. Most likely routes of enemy ingress and egress.

(b) Weather.

(c) Enemy air capabilities and/or activities.

1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft with all weather capabilities and limitations.)

2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)

3 Pattern of use of air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall division operation. (Includes the division commander's intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

(a) Air defense warning (ADW) and ADW authority.

(b) Specific orders and requests (SOR) plan.

(c) Weapons control status (WCS) and WCS authority.

(d) Hostile criteria.

(e) ROE.

(f) Passive air defense.

(g) Combined arms for air defense.

(h) Early warning.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(IFF code edition and book number.)

7) G-Command and Control Warfare (C^2W)

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of support for C^2W to the overall division operation.

(a) Military deception.

(b) EW.

(c) Operations security (OPSEC).

(d) Psychological operations (PSYOP).

(e) Physical destruction.

(2) C^2W tasks. (Exercise of coordinating authority for C^2W operations. Division commander's C^2W objectives and guidelines for accomplishment. Joint restricted list [JRFL] to support operations.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Electronic Warfare.

(2) Appendix 2 - Operations Security.

(3) Appendix 3 - Deception.

(4) Appendix 4 - PSYOP.

8) H-Signal Operations (SO)

a) SITUATION

(1) Enemy.

(a) Terrain. (All critical aspects that will impact on employment of C^2 communications systems.)

(b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C^2 systems.)

(2) Friendly situation. (Primary communications gateways providing connectivity to corps, brigades, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C^2 systems. External communication assets that will augment the division signal support.)

b) MISSION

c) EXECUTION

(1) Concept of signal support to support the overall division operation. (Primary and back-up systems supporting critical C^2 networks. Plan for extending C^2 systems through each phase of the division operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

(2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the division OPORD. Detailed Army battle command system [ABCS] control procedures.)

(3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(C^2 systems control [SYSCON] hierarchy for common user network. Local area network [LAN] control procedures for network administration and/or management.)

9) I-Provost Marshal (PM)

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of PM operations to support the overall division operation.

(a) Maneuver and mobility support. (Battlefield circulation control [BCC] plan. Route R&S. Main supply route [MSR] traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

(b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. Area damage control [ADC]. NBC detection and reporting.)

(c) Internment and resettlement operations. EPW holding areas. EPW operations.

(d) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries).

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the division TSOP.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

10) J-Civil-Military Operations (CMO)

a) Scheme of operation for civil-military support to the overall division operation.

b) Tasks to subordinate units.

c) Coordinating instructions.

d) Signal. (Reporting functions for units and CMO activities. special operations forces [SOF] [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of rear area operations to support the overall division operation. (Support for the brigade deep and close operations by executing rear operations.)

(a) Terrain management.

(b) Security. (Tactical combat force [TCF], response force, and reaction force. Counterreconnaisance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)

(c) Sustainment. (Monitoring of sustainment operations within the division. Identify positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)

(d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)

(2) Tasks to subordinate units.

(a) TCF.

(b) MP. Response force. (Establishment of traffic control points [TCPs].)

(c) Base/base clusters. Reaction force. (Establishment of listening posts [LPs] /observation posts [OPs]. Patrols.)

(3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)

12) L-Service Support

a) SITUATION (see base OPORD)

b) MISSION (see base OPORD)

c) EXECUTION

(1) Scheme of service support operations to support the overall division operation.

(2) Tasks to subordinate units.

(4) Coordinating instructions.

d) SERVICE SUPPORT

(1) Material and Services.

(a) Supply. (Information by class of supply. Supply cycle [as appropriate] plan and procedures by class of supply.)

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and alternate supply routes [ASRs], transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement table.

2 Traffic circulation.

(c) Services. (Construction. Clothing, exchange, and bath [CEB] and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)

(d) Labor.

(e) Maintenance. (Aircraft, ground vehicle, and other equipment and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)

(2) MEDEVAC. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and

hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

(3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

(4) Civil-military cooperation. (if not addressed in Annex J, [CMO]).

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service Support Matrix.

(2) Appendix 2 - Service Support Overlay.

(3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

(4) Appendix 4 - Personnel.

(5) Appendix 5 - Legal.

Tab 1 ROE.

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2)

a) SITUATION

(1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors.

Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)

(2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the division scheme of maneuver.)

b) MISSION

c) EXECUTION

(1) Concept of A2C2 support to the overall division operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) All ADA warnings, WCS, and ROE.

(b) Rules for in-flight procedures if different from the aviation procedures guide.

(c) Description of liaison procedures.

(d) Hostile and friendly aircraft in the division area of interest.

(e) Routes and corridors (minimum risk routes, low level transit routes [LLTRs], standard use routes, UAV operating areas, restricted operations zones [ROZs], air forces' routes, coordination requirements.)

(f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

D - 3 DIVISION TACTICAL STANDING OPERATING PROCEDURES (TSOP)

a. Battle command procedures.

b. Control procedures.

c. Tactical movements procedures.

d. Assembly area occupation procedures.

e. Other tactical operations procedures.

f. Air defense procedures.

g. A2C2 procedures.

h. Signal procedures.

i. Intelligence and security procedures.

j. NBC procedures.

k. Engineer procedures.

l. Fire support procedures.

m. Army aviation procedures.

n. Procedures for attachments and detachments.

o. Logistics procedures.

p. Personnel procedures.

q. MP procedures.

r. CMO procedures.

s. HN support procedures.

t. Aerial resupply procedures.

D - 4 GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF.

a. Division commander’s oral or written guidance.

b. Operational situation reports (OPSITREPs).

c. Periodic personnel report (PPREPT).

d. Periodic intelligence report (PERINTREP).

e. Periodic operation report (PEROPRPT).

f. Periodic logistics report (PERLOGRPT).

g. Periodic civil affairs report (PERCARPT).

h. Engineer reports.

i. Field artillery reports.

j. Air defense artillery reports.

k. NBC reports.

l. Other reports relevant to brigades' information requirements (IR), PIR, and CCIR.

Bde - 1 BRIGADE TACTICAL STANDING OPERATING PROCEDURES (TSOP)

a. Battle command procedures.

1) Succession of command.

2) Alternate CPs.

3) Displacement of CPs.

4) CP security.

5) Orders and plans.

6) CP organization layout shifts.

7) CP communications.

8) Reports.

9) Designation and duties of battle captain.

b. Control procedures.

1) LNO procedures.

2) Brevity codes.

3) Terrain index reference system.

4) Recognition techniques.

5) Signals.

6) Alarms and warnings.

7) Readiness conditions.

8) Fixed call signs.

c. Tactical movement procedures.

d. Assembly area occupation procedures.

e. Other tactical operations procedures.

1) Link-up operations.

2) Relief-in-place.

3) Forward passage of lines.

4) Rearward passage of lines.

5) River crossing.

f. Air defense procedures.

1) ADWs.

2) Local ADWs (LADWs).

3) WCS/guidance.

4) Hostile aircraft criteria.

5) ROE.

g. A2C2 procedures.

1) Organization as required:

a) Brigade S3 Air (chairman).

b) FSO/FSCOORD.

c) ADALO.

d) AVLO.

e) NGLO.

f) Brigade S2.

g) Brigade Marine air officer (from the air and naval gunfire liaison company [ANGLICO]).

h) Brigade ALO.

2) Conduct. (Meets as required to deconflict artillery fires and air operations.)

3) Functions:

a) Deconflict brigade airspace for allusers.

b) Establish, confirm, and coordinate airspace control measures, such as:

(1) Air routes for ingress and egress synchronization (CAS, UAV).

(2) Identification of flight times and artillery firing times to separate by time.

(3) Designation of airspace coordination areas/boxes.

(4) Identification of fire support coordination times (no-fly/no-fire times).

h. Signal procedures.

i. Intelligence and security procedures.

1) General guidance.

2) Named area of interest (NAI)/targeted area of interest (TAI) procedures.

3) Document security.

4) Personnel security.

5) EPW procedures.

6) Captured document and equipment procedures.

7) Battle damage assessment (BDA) procedures.

j. NBC procedures.

1) MOPP guidance.

2) Required NBC teams.

3) Alarms and warnings.

4) Reporting and marking procedures.

k. Engineer procedures.

1) Priorities for support.

2) Countermobility procedures.

3) SCATMINEs.

4) Mobility operations.

5) Standard obstacles.

l. Fire support procedures.

1) Target numbering.

2) Laser code assignments.

m. Targeting team procedures.

1) Organization. (Bde CDR, XO, S3, S2) FSCOORD, FSO, Targeting Officer, S3 Air, DS MI CO Cdr, DS FA Bn S3 and S2, other staff representatives, including the ALO, Marine air officer, CMLO, ADO, NGLO, engineer, AVLO as required.)

2) Conduct. (Agenda, meeting times.)

3) Functions.

a) Develop the HPTL.

b) Develop the attack guidance.

c) Establish TSS. (TSS=HPT+timeliness+accuracy).

d) Nominate targets to higher HQ.

e) Develop and synchronize the R&S plan.

f) Synchronize maneuver and fire support.

g) Integrate counter-mobility, mobility, and survivability operations.

h) Receive and evaluate BDA.

i) Monitor fire support systems and ammunition.

j) Develop/synchronize the R&S plan with the fire support plan.

4) Responsibilities by staff position (e.g., XO is chairman).

n. Army aviation procedures.

1) Priorities.

2) Supported unit responsibilities.

3) Landing zone (LZ) and pickup zone (PZ) selection and preparation.

o. Procedures for attachments and detachments.

p. Logistics procedures.

1) Reports.

2) Reorganization and reconstitution.

3) Supply.

4) Services.

5) Transportation.

6) Refueling-on-the-move (ROM).

7) Aerial resupply procedures.

q. Personnel procedures.

1) Reports.

2) Replacement operations.

3) Casualty reporting.

4) Postal.

5) Finance.

6) Health service support (HSS).

7) MEDEVAC.

8) Legal.

9) Public affairs.

10) Religious.

r. MP procedures.

s. CMO procedures.

t. HN support procedures.

Bde - 2 REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS

a. Spot reports (SPOTREPs).

b. Commanders' situation reports (SITREPs).

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. Engineer reports.

g. Reports as required by TSOP, e.g.:

1) Closing reports.

2) Meaconing, intrusion, jamming, and interference (MIJI) reports.

3) Patrol reports.

4) EPW or captured materials reports.

5) Shell reports.

6) Splash reports.

7) NBC reports.

KEY OUTPUTS

Bde - 3 BRIGADE WARNING ORDER (WARNO)

a. HEADING

1) References. (Maps, charts, and other relevant documents.)

2) Time zone used throughout the order.

3) Task organization.

b. SITUATION

1) Enemy forces. (Include significant changes of information.)

2) Friendly forces.

a) Division mission.

b) Division commander's intent.

c) Division concept of operation.

d) Missions of units to the immediate left and right.

e) Missions of other units with a significant bearing on the brigade.

3) Attachments and detachments.

c. MISSION of the brigade

d. EXECUTION
Intent of the brigade commander (if available).

1) Concept of operation (when available).

2) Tasks to maneuver units (when available).

a) Tasks to units for execution.

b) Movement to be initiated (time).

c) Reconnaissance to be initiated (time).

b) Security to be in place (time).

3) Tasks to combat support units (when available).

4) Coordinating instructions.

a) CCIR.

b) Risk guidance.

c) Deception guidance.

d) Timeline.

e) Guidance on orders and rehearsals.

g) Orders group meeting (attendees, location, and time) (when applicable).

h) Earliest time of movement and degree of notice.

e. SERVICE SUPPORT

1) Special equipment. (Identification of requirements and coordination instructions for transfer to using units.)

2) Transportation. (Identification of requirements and coordination for pre-positioning of assets.)

f. COMMAND AND SIGNAL

1) Command. (Chain of command if different from the brigade SOP.)

2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)

g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

Bde - 4 BRIGADE OPERATIONS ORDER (OPORD)

a. HEADING

1) References. (Maps, charts, DATUM, and other related documents needed to understand the order.)

2) Task organization.

b. SITUATION

1) Enemy forces.

a) Description of the enemy to battalion level.

b) Enemy COA most probable.

c) Enemy most dangerous (to the brigade) COA.

d) Assessment of terrorist activities directed against the brigade.

2) Friendly forces.

a) Corps mission.

b) Corps commander's intent.

c) Corps concept of operation.

d) Division mission.

e) Division commander's intent.

f) Division concept of operation.

g) Missions of units to the immediate left and right of the brigade.

h) Missions of other units with a significant bearing on the brigade's accomplishment of its mission.

3) Attachments and detachments.

c. MISSION

d. EXECUTION
Intent of the brigade commander.

1) Concept of operation (by phase if required).

a) Maneuver.

b) Fire Support.

(1) Main effort.

(2) Priority of fires.

c) Mobility and Survivability.

(1) Priority of support.

(2) Priority of mobility and survivability assets as appropriate for GS units.

(3) Designation of authority to emplace obstacles.

d) Air Defense.

(1) Priority of air defense.

(2) AD weapons status.

(3) AD warning status.

e) C^2W.

2) Tasks to maneuver units.

a) Infantry.

b) Armor.

c) Cavalry.

d) Aviation.

3) Tasks to combat support units.

a) Fires.

(1) Air support.

(a) CAS sorties allocation.

(b) Tactical air reconnaissance sorties allocation.

(2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)

(3) Field artillery support.

(a) General. (Priorities for counterfire or interdiction.)

(b) Organization for combat.

(4) NSF.

(5) Fire support coordinating instructions.

b) Mobility and Survivability.

(1) Engineer (and engineer overlay).

(2) NBC operations.

c) Air Defense.

(1) Organization for combat.

(2) Missions.

(3) Priorities for protection.

d) C^2W.

(1) Functional and support roles of attached MI units.

(2) Deception.

(3) EW.

(4) Psychological warfare.

(5) UAV.

4) Coordinating instructions.

a) Time or condition when the brigade OPORD becomes effective.

b) CCIR.

(1) PIR (if not addressed in Annex B [Intelligence]).

(2) EEFI (if not addressed in Annex B [Intelligence]).

(3) FFIR (if not addressed in Annex B [Intelligence]).

c) Risk reduction control measures.

(1) Antiterrorist actions.

(2) MOPP.

(3) OEG.

(4) Vehicle recognition signals.

(5) Fratricide prevention measures.

d) ROE.

e) Environmental considerations.

f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

1) Support concept.

a) Synopsis of the FSB mission.

b) FSB headquarters and/or brigade support area (BSA) locations.

c) The DISCOM support priorities and where the brigade fits into those priorities.

d) The brigade commanders' priorities of support.

e) DISCOM units in addition to FSB supporting the brigade.

f) Significant and/or unusual CSS issues that might impact the overall brigade operation.

g) Any significant CSS risks.

h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.

2) Material and services.

3) MEDEVAC and hospitalization.

4) Personnel.

5) Civil-military cooperation.

6) Miscellaneous.

f. COMMAND AND SIGNAL

1) Command.

a) Map coordinates for brigade CP locations.

b) Chain of command if different from brigade SOP.

2) Signal.

a) Signal instructions.

b) Identification of current SOI.

c) Required brigade reports, formats, and times due (if different from TSOP).

g. ACKNOWLEDGE

h. ANNEXES:

1) A-Task organization

2) B-Intelligence

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

1 Known and templated locations and activities of enemy units to battalion level.

2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of brigade functions.

3 Expected employment of enemy assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall brigade operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined CI. (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

(a) Intelligence requirements and their priority.

(b) Intelligence acquisition.

1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).

2 Requests for information from other units not organic or attached.

(c) Measures for handling personnel, documents, and material.

1 EPW, deserters, repatriates, civilian inhabitants in the area, and other persons.

a Special handling and segregation instructions.

b Locations of EPW collection points.

2 Captured documents. (SPINS for handling and processing from time of capture to receipt by specified brigade intelligence personnel [if different from TSOP].)

3 Captured material. (Specially designated items or categories of enemy material required for examination; specific instructions for their processing and disposition [if different from TSOP].)

(d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from TSOP].)

(e) Distribution of intelligence products.

1 Periods that routine reports and distribution cover.

2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.
Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined CI Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets up to division and down to battery/company.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

2 Numbers of possible enemy CAS and attack helicopter sorties by day.

3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.

(2) Friendly situation

(a) Division's concept of fires.

(b) Adjacent units' concepts of fires.

(c) Supporting air and naval forces.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(2) Concept of fires to support the brigade commander's concept and priority of fire support.

(3) Air support.

(a) Brigade commander's intent for use of air power.

(b) AI operations.

(c) CAS operations.

(d) EC operations.

(e) R&S operations.

(f) Miscellaneous.

1 ATO effective time period.

2 Deadlines for submission of AI, CAS, R&S, and EC requests.

3 Mission request numbering system as it relates to the target numbering system.

4 JSEAD taskings.

5 Essential A2C2 measures.

(4) Field artillery support.

(a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.

(b) Artillery organization for combat.

(c) Allocation of ammunition.

(d) Miscellaneous.

1 Changes to the targeting numbering system.

2 Use of PRF codes.

3 Positioning restrictions.

(5) NSF.

(a) Concept for use of NSF support.

(b) NSF organization and relationships of ships to units (DS, GS).

(c) Miscellaneous.

1 Trajectory limitations or minimum safe distances.

2 Frequency allocations.

(6) Chemical support.

(7) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)

(8) Target acquisition.

(a) Employment and allocation of FA target-acquisition systems and IEW assets.

(b) Specific target-acquisition tasks, the observation matrix, FSEM, and RDO.

(9) Coordinating instructions.

(a) Deep operations boundary.

(b) Targeting products.

1 TSS matrix.

2 HPTL.

3 AGM.

(c) FSCMs.

(d) Time of execution of program of fires relative to H-Hour.

(e) ROE.

d) SERVICE SUPPORT

(1) Location of ATPs and ASPs.

(2) CSR.

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Air Support.

(2) Appendix 2 - Field Artillery.

(3) Appendix 3 - Naval Surface Fires.

5) E-Mobility and Survivability

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy engineer capabilities and/or activities.

1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact brigade engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall brigade operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.

d) SERVICE SUPPORT

(1) Command regulated classes of supply.

(2) Supply distribution plan.

(3) Transportation.

(4) CHS.

(5) HN.

(a) Type, location, facilities, assets, and support available.

(b) Procedures for requesting and acquiring HN support.

(c) Limitations and restrictions on HN support.

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Engineer.

(a) Scheme of engineer operations to support the overall brigade operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the brigade.

1 Obstacles. (The details of the countermobility effort. Identifications of obstacle belts to support brigade deep, close and rear operations. Identification, prioritization, and assignment of responsibilities for division and brigade directed and reserve targets. Execution criteria for reserve targets.)

2 Situational obstacles. (Concept for employing situational obstacles to support the brigade plan. Brigade planned and executed obstacles. Brigade planned and battalion/task force (TF) executed obstacles. Brigade resourced and battalion/TF planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use SCATMINEs; restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 Times or events at which obstacle belts become effective.

2 Brigade PIR to be considered by subordinate engineer staff or PIR that must be reported.

3 Mission reports required.

4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

1 Certification of local water sources.

2 Solid waste and liquid waste management.

3 Medical waste.

4 Hazardous waste management.

5 Flora and fauna protection.

6 Archeological and historical preservation.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL (Responsibility for initial environmental considerations guidance. POC for processing requested waivers to environmental governing standards, and instructions for responsible for

coordinating and issuing on disposal of hazardous material and wastes.)

(3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.

(a) Scheme of NBC defense operations to support the overall brigade operation.

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 MOPP level guidance.

2 Automatic masking criteria.

3 Troop safety criteria.

4 Decontamination site locations.

5 Medical facilities and locations for treating chemical casualties.

6 Turn-in points for chemical and biological samples.

7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.

8 OEG guidance (if applicable).

9 Procedures for limiting EMP effects.

(d) SERVICE SUPPORT
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)

(e) COMMAND AND SIGNAL
(NBC warning and reporting system.)

(f) Tabs:

1 Tab 1- NBC Defense.

2 Tab 2 - Smoke operations.

6) F-Air Defense

a) SITUATION

(1) Enemy.

(a) Terrain. (Most likely route of enemy ingress and egress.)

(b) Weather.

(c) Enemy air capabilities and/or activities.

1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft with all weather capabilities and limitations.)

2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)

3 Patterns of use of air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall brigade operation. (Includes the brigade commander's intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

(a) ADW and ADW authority.

(b) SOR plan.

(c) WCS and WCS authority.

(d) Hostile criteria.

(e) ROE.

(f) Passive air defense.

(g) Combined arms for air defense.

(h) Early warning.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(IFF code edition and book number.)

7) G-Command and Control Warfare (C^2W)

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of support for C^2W to the overall brigade operation.

(a) Military deception.

(b) EW.

(c) OPSEC.

(d) PSYOP.

(e) Physical destruction.

(2) C^2W tasks. (Exercise of coordinating authority for C^2W operations. Division commander's C^2W objectives and guidelines for accomplishment. JRFL to support operations.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Electronic Warfare.

(2) Appendix 2 - Operations Security.

(3) Appendix 3 - Deception.

(4) Appendix 4 - PSYOP.

8) H-Signal Operations (SO)

a) SITUATION

(1) Enemy.

(a) Terrain. (All critical aspects that will impact on employment of C^2 communications systems.)

(b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C^2 systems.)

(2) Friendly situation. (Primary communications gateways providing connectivity to division, battalion/TFs, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C^2 systems. External communication assets that will augment the brigade's signal support.)

b) MISSION

c) EXECUTION

(1) Concept of signal support to support the overall brigade operation. (Primary and back-up systems supporting critical C^2 networks. Plan for extending C^2 systems through each phase of the brigade operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

(2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the brigade OPORD. Detailed ABCS control procedures.)

(3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(C^2 SYSCON hierarchy for common user network. LAN control procedures for network administration and/or management.)

9) I-Provost Marshal (PM)

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of PM operations to support the overall brigade operation.

(a) Maneuver and mobility support. (BCC plan. Route R&S. MSR traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

(b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. ADC. NBC detection and reporting.)

(c) Internment and resettlement operations.

(d) EPW holding areas. EPW operations.

(e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries.)

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the brigade TSOP.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

10) J-CMO

a) Scheme of operation for civil-military support to the overall brigade operation.

b) Tasks to subordinate units.

c) Coordinating instructions.

d) Signal. (Reporting functions for units and CMO activities. SOF [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of rear area operations to support the overall brigade operation. (Support for the brigade deep and close operations by executing rear operations.)

(a) Terrain management.

(b) Security. (TCF, response force, and reaction force. Counterreconnaisance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)

(c) Sustainment. (Monitoring of sustainment operations within the brigade. Positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)

(d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)

(2) Tasks to subordinate units.

(a) TCF.

(b) Response force.

(c) MP. (Establishment of TCPs.)

(d) Base/base clusters. Reaction force. (Establishment of LPs and OPs. Patrols.)

(3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the

rear CP. Terrain management, coordination. Base defense plans.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)

12) L-Service Support

a) SITUATION (see base OPORD)

b) MISSION (see base OPORD)

c) EXECUTION

(1) Scheme of service support operations to support the overall brigade operation.

(2) Tasks to subordinate units.

(4) Coordinating instructions.

d) SERVICE SUPPORT

(1) Material and services.

(a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)

(b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)

1 Road movement tables.

2 Traffic circulation.

(c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)

(d) Labor.

(e) Maintenance. (Aircraft, ground vehicles, and other equipment and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)

(2) MEDEVAC. (Evacuation. Hospitalization. Planfor collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)

(3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

(4) Civil-military cooperation. (if not addressed in Annex J, [CMO]).

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service Support Matrix.

(2) Appendix 2 - Service Support Overlay.

(3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

(4) Appendix 4 - Personnel.

(5) Appendix 5 - Legal.

Tab 1 ROE

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2)

a) SITUATION

(1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)

(2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the scheme of maneuver.)

b) MISSION

c) EXECUTION

(1) Concept of A2C2 support to the overall brigade operation.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) All ADA warnings, WCS, and ROE.

(b) Rules for in-flight procedures if different from the aviation procedures guide.

(c) Description of liaison procedures.

(d) Hostile and friendly aircraft in the brigade area of interest.

(e) Routes and corridors. (Minimum risk routes, LLTRs, standard use routes, UAV operating

areas, ROZs, air forces' routes, coordination requirements.)

(f) FSCMs that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

Bde - 5 GUIDANCE AND INFORMATION FROM THE BRIGADE COMMANDER AND STAFF

a. Oral and written guidance from the brigade commander, XO, or S3.

b. Operations reports.

c. Intelligence reports.

d. Logistics reports.

e. Personnel reports.

f. As required reports.

1) Minefield report.

2) Patrol report.

3) EPW or captured material report.

4) Route reconnaissance report.

5) Severe weather warning report.

g. NBC reports.

TASK LIST SUMMARY

This component provides a summary of the first level of tasks on the task list.

1. **The brigade commander and staff direct and lead the brigade during planning for the battle.**

2. **The brigade receives an order initiating a new mission from higher headquarters.**

3. **The brigade commander and staff conduct mission analysis.**

4. **The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.**

5. **The brigade commander issues initial planning guidance.**

6. **The brigade commander and staff prepare estimates.**

7. **The brigade commander and staff develop course(s) of action.**

8. **The brigade commander and staff analyze course(s) of action.**

9. **The brigade staff compares course(s) of action.**

10. **The brigade commander announces his decision.**

11. **The brigade staff prepares the operations order.**

12. **The brigade commander and staff issue the operations order.**

TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete in that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.

Task Elements

2. **The brigade receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 71-123, ARTEP 71-3 MTP, Task 71-3-0001]

    a. When the corps or division headquarters order (WARNO or OPORD) is received, the brigade XO or "battle captain" informs the commander of content of the order as soon as the situation permits. Critical information communicated includes: [ARTEP 71-3 MTP, Task 71-3-0001/5]

        1) Corps mission.

        2) Corps commander’s intent.

        3) Division mission.

        4) Division commander's intent.

        5) Division concept of operation.

        6) Brigade mission.

        7) Brigade AO.

        8) Enemy situation.

        9) Critical timelines.

    b. The brigade XO initiates the SOP process to brief/inform the entire battle staff on the content of the division order. [ARTEP 71-3 MTP, Task 71-3-0001/2]

1) The division order, or appropriate parts, are reproduced and distributed to: [FM 71-123, p. 1-12]

a) Appropriate brigade staff members to include ADO and MP platoon leader.

b) FSB staff.

c) Engineer battalion staff.

d) DS FA battalion staff.

e) DS MI Co Cdr.

c. The brigade XO ensures that critical information is provided to all staff participants during the MDMP. [FM 101-5, p. 4-44; ARTEP 71-3 MTP, Task 71-3-0001/7]

d. The brigade commander begins to develop paragraphs 1 and 2 of his commander's estimate by focusing on: [FM 101-5, pp. 1-7, C-16]

1) The corps and division commander's intents.

2) The enemy situation and capabilities, and the intelligence collection effort.

3) The brigade mission.

4) Brigade tasks.

5) METT-T considerations affecting possible COAs.

6) Possible brigade COAs.

e. The entire brigade staff begins the development of paragraphs 1 and 2 of individual staff estimates. [FM 101-5, pp. 3-84 and 3- 85]

1) All staff members begin to gather facts based on METT-T relative to their areas of staff proponency and necessary to meet requirements to provide information to other brigade combat team staff officers and higher headquarters.

2) The brigade staff clarifies information with counterparts at higher headquarters (division) and other division major subordinate commands (e.g., DISCOM). [AN]

3) The brigade staff begins to organize information in preparation for the staff estimate process: [FM 101-5, p. C-1]

a) The brigade S2 section initiates intelligence preparation of the battlefield (IPB). (For detailed description refer to brigade BF 1, Conduct Intelligence Planning, Task 2-5). [ARTEP 71-3 MTP, Task 71-3-2001/2]

b) The brigade S3 section gathers information for the operations estimate. [ARTEP 71-3 MTP, Task 71-3-3001/2]

c) The brigade CMLO gathers information for the NBC estimate. [ARTEP 71-3 MTP, Task 71-3-0000]

d) The ABE section gathers information for the engineer estimate. [ARTEP 71-3 MTP, Task 71-3-8001/3; MTP 5-145, Task 05-1-0002]

e) Brigade FSE gathers information for the fire support estimate. [ARTEP 6-115 MTP, Task 06-3-02-1300]

f) The brigade ADALO gathers information for the air defense estimate. [AN]

g) The Bde SO gathers information for the command, control, communications estimate. [ARTEP 71-3 MTP, Task 71-3-1101/2]

h) The brigade S1 section gathers information for the personnel estimate. [ARTEP 71-3 MTP, Task 71-3-1101/1d]

i) The brigade S4 section gathers information for the logistics estimate. [ARTEP 71-3 MTP, Task 71-3-4001/3]

j) The brigade surgeon gathers information for the medical estimate. [ARTEP 71-3 MTP, Task 71-3-1301/2]

k) The brigade S5 section gathers information for the CMO estimate. [ARTEP 71-3 MTP, Task 71-3-5001]

f. The brigade XO directs the efforts of the brigade staff in preparation for implementing the brigade MDMP. [ARTEP 71-3- MTP, Task 71-3-0001]

4) The brigade XO makes the means available for the staff to familiarize themselves with the terrain by conducting reconnaissance. [AN]

a) Command and control aircraft.

b) Ground transportation.

c) Maps and aerial photographs.

5) The brigade XO directs the staff in the initial development of assumptions concerning the assigned mission. [FM 101-5, p. 4-9]

h. The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander. [FM 101-5, p. 4-11]

j. The brigade commander and staff implement, when required, the MDMP in a time-constrained environment by employing time-reducing procedures, such as: [AN]

1) The brigade commander collocates with the staff.

2) Procedures for the receipt of an order which are SOP and have been drilled in training.

3) The brigade commander communicates critical information he needs prior to mission analysis; for example:

a) Location and status of all brigade staff officers and "slice" leaders.

b) Staff planning timeline.

3. **The brigade commander and staff conduct mission analysis.** [ARTEP 71-3 MTP, Task 71-3-0001; FM 101-5, p. 4-11]

a. The brigade commander conducts mission analysis of the division order. [FM 101-5, p. 4-11]

1) The brigade commander derives the missions and intents of the corps and division commanders.

2) The brigade commander communicates his understanding of the corps and division commander's missions and intents to his staff.

3) The brigade commander analyzes the division order to fully understand the brigade mission, purpose, and intent.

4) The brigade commander refines his understanding of the division commander's intent and concept based on guidance received and insights developed during the division rehearsal.

b. The brigade staff conducts mission analysis of the division order. [FM 101-5, p. 4-11]

1) The brigade XO directs the staff mission analysis of the division order, through the following steps: [FM 101-5, p. 4-11 - 4-15]

a) Identifies the missions and intents of the corps and division commanders.

b) Identifies specified and implied tasks.

c) Identifies tentative essential tasks and develops the preliminary restated mission.

d) Reviews available assets.

e) Determines any limitations.

f) Determines broad C2 considerations.

g) Proposes acceptable risk.

h) Determines critical facts and assumptions.

i) Continues time analysis.

j) Prepares restated mission, containing task and purpose, for the brigade commander's approval.

2) The brigade XO: [AN]

a) Provides guidance to the staff by identifying facts and assumptions that could lead to mission shortcomings.

b) Provides guidance by identifying specified, implied, and essential tasks independently from the staff.

3) During the conduct of the staff mission analysis, each staff member maintains notes for the preparation of paragraphs 1 and 2 of his staff estimate based on information gathered during this period. [AN]

4) The brigade staff members individually conduct mission analyses, following the steps of the mission analysis, and prepare notes to be integrated into the consolidated brigade mission analysis product. [FM 101-5, p. 4-11]

a) The brigade S2 section conducts mission analysis and continues the IPB. [ARTEP 71-3 MTP, Task 71-3-2001/1; AN]

(1) Reviews and extracts information from the division intelligence summaries and annexes.

(2) Creates overlay depicting control measures and enemy situation.

(3) Identifies specified, implied, and essential intelligence tasks.

(4) Identifies intelligence restrictions and constraints.

(5) Identifies, extracts, and plots division NAI taskings to the brigade.

(6) Coordinates with the brigade staff to exchange information on the enemy and friendly intelligence knowledge requirements.

(7) In conjunction with the brigade ABE section, determines effects of terrain and obstacles on friendly and enemy maneuver. [FN-Engr School]

(8) Determines deep threats, flank threats, air threat, indigenous population, subversive, and sabotage activities.

(9) Determines initial priority information requirements.

(10) Determines initial NAIs.

(11) Develops initial force ratios in coordination with the S3.

(12) Develops the initial R&S plan and R&S taskings.

(13) Briefs the battlefield effects, the enemy capabilities and vulnerabilities, the selected enemy COAs (most likely and most dangerous), and the identification of intelligence gaps.

(14) Develops and disseminates the brigade intelligence summary.

(15) Provides input to the preparation of the restated mission.

(16) Provides input to the S3 for the WARNO.

(17) Identifies brigade intelligence collection assets.

b) The brigade S3 section conducts mission analysis of the division order: [ARTEP 71-3 MTP, Task 71-3-3001/1; AN]

(1) Identifies the corps and division commander's missions and intents.

(2) Analyzes the corps commander’s intent in conjunction with the corps commander’s scheme of maneuver.

(3) Analyzes the division commander’s intent in conjunction with the commander’s scheme of maneuver.

(4) Assesses task organization within the division to determine its possible effects on the brigade’s mission and tasks.

(5) Identifies facts and assumptions for maneuver.

(6) Conducts analysis of terrain and trafficability in the brigade sector with the S2 and brigade engineer to include: avenues of approach, mobility corridors, key terrain natural obstacles, and potential placement of obstacle belts.

(7) Discusses the capabilities of enemy forces within the area of interest (AI) and AO with the S2, brigade engineer, ADO, and FSO.

(8) Evaluates relative combat power to establish initialforce ratio comparison, in coordination with the S2.

(9) Identifies maneuver tasks.

(10) Identifies the restrictions and constraints placed on maneuver by higher headquarters.

(11) Coordinates with the S4 to exchange information on the estimated length of the operation and its impact on logistical requirements.

(12) Develops, in conjunction with the brigade XO, the initial mission statement (restated mission).

(13) Identifies 'war-stoppers' or observations that need the brigade commander's attention.

(14) Identifies missions and tasks for the division reserve and adjacent units that impact on the brigade mission.

(15) Identifies brigade AI and AO.

c) The brigade S3 Air, in conjunction with the brigade A2C2 element, conducts A2C2 mission analysis of the division order and determines: [ARTEP 71-3-rev-MTP, Task 71-6-3013/01]

(1) The task organization.

(2) The brigade mission statement.

(3) The area for which the commander is responsible.

(a) Vertical limits.

(b) Left and right limits.

(c) Front and rear limits.

(4) The users of the airspace.

(a) Army aviation.

(b) Air forces (United States Air Force [USAF], United States Navy [USN], United States Marine Corps [USMC], coalition forces).

(c) Fire support.

(d) ADA.

(e) ATS.

(5) Requirements for the use of the airspace.

(a) Combat.

(b) Combat support (CS).

(c) CSS.

(6) A2C2 control measures imposed by higher headquarters.

(7) A2C2 priorities.

d) The brigade CMLO performs mission analysis of the division order. [FM 6-20-10, p. 2-3]

(1) Determines:

(a) Locations of division decontamination sites and decontamination units. [FM 3-101, p. C-4]

(b) Division-directed smoke and obscuration missions which the brigade is responsible to execute. [FM 3-7, p. 6-1; FM 3-50, p. 7]

(c) Division guidance on procedures and reporting requirements for the NBC warning and reporting system (NBCWRS). [FM 3-3, p. 2-1; FM 3-101, p. 4-4]

(d) Task organization for division NBC units and systems (e.g., reconnaissance, decontamination), and their availability to support the brigade. [FM 3-101, p. 2-2]

(e) Brigade responsibilities to decontaminate non-brigade units operating in the brigade AO. [FM 3-101, p. C-1]

(2) Reviews division vulnerability analysis to determine the NBC risk to the brigade. [FM 3-7, pp. 1-0, 3-3]

(3) In conjunction with the brigade targeting team, determines division actions to eliminate the enemy's ability to employ NBC (for brigade high-value target (HVT) consideration). [FM 3-101, p. C-1]

(4) Provides input to the brigade XO for preparation of the restated mission. [AN]

(5) Provides input to the brigade S3 for the WARNO. [AN]

e) The ABE section, with the engineer battalion staff assistance, conducts mission analysis of the division order. [ARTEP 71-3 MTP, Task 71-3-8001/1]

(1) Considers the brigade commander's guidance. [ARTEP 71-3 MTP, Task 71-3-8001/1a]

(2) Identifies specified engineer tasks. [FM 5-71-3, p. 2-11; ARTEP 71-3 MTP, Task 71-3-8001/1]

(3) Identifies implied engineer tasks (implied tasks may also be identified during the EBA). [FM 5-71-3, p. 2-11; ARTEP 71-3 MTP, Task 71-3-8001/1]

(4) Identifies engineer task organization from the division brigade OPORD. [FM 5-71-3, p. 2-11]

(5) Identifies engineer limitations: [FM 5-71-3, p. 2-11]

(a) Restrictions to include division restrictions imposed on the employment of FA FASCAM. [ARTEP 71-3 MTP, Task 71-3-8003/1d]

(b) Obstacle control measures (e.g., division obstacle zones).

(c) Constraints.

(6) Identifies risk the division commander is willing to accept for engineer tasks. [FM 5-71-3, p. 2-11]

(7) Identifies time available and initiates development of timelines including, if available: [FM 5-71-3, p. 2-11]

(a) Planning timeline for the brigade. [FM 5-71-3, p. 2-18]

(b) Planning timeline for the engineer battalion. [FM 5-71-3, p. 2-18]

(c) Movement times. [FM 5-71-3, p. 2-18]

(d) LD or be prepared to defend times. [FM 5-71-3, p. 2-18]

(e) Time of division rehearsals. [FM 5-71-3, p. 2-18]

(f) Beginning morning nautical twilight (BMNT), sunrise, sunset, end evening nautical twilight (EENT), etc. [FM 5-71-3, p. 2-18]

(8) Identifies essential engineer tasks in the division order. [FM 5-71-3, p. 2-11]

(9) Identifies the engineer tasks that support the brigade's essential tasks. [FM 5-100, p. 23]

(10) Coordinates with the brigade XO to incorporate engineer essential tasks into the brigade's restated mission. [FM 5-100, p. 23]

(11) Determines brigade allocation of FA delivered FASCAM. [FM 5-100, p. 24; FM 5-102, pp. 57, 82]

(12) Identifies division-desired FA FASCAM effects (e.g., on terrain, on enemy). [AN]

(13) Considers how obstacles may be used to reinforce terrain and affect enemy maneuver. [FN-Engr School]

(14) Determines division-directed obstacles the brigade is responsible for emplacing and covering with indirect fires. [FM 5-102, p. 55; FN-JRTC]

(15) Identifies facts and assumptions relating to engineer operations by conducting engineer battlefield assessment to include: [AN]

(a) Terrain analysis.

(b) Enemy engineer capability (Mobility, countermobility, survivability).

(c) Brigade engineer production potential.

(16) The ABE coordinates/provides information resulting from his mission analysis with/to the engineer battalion XO to facilitate parallel planning. [AN]

(17) Coordinates with the brigade rear CP (S1/S4) to determine availability of engineer personnel, equipment, and materials. [AN]

(18) Provides input to the brigade S3 for the WARNO. [AN]

f) The brigade AVLO performs mission analysis of the division order. [FM 6-20-10, p. 2-3]

(1) Determines task organization of Army aviation assets in support of the brigade, including their roles: [ARTEP 71-3 MTP, Task 71-3-7001/1a; FM 1-111, pp. 2-33, 3-3]

(a) Helicopters providing observation and target acquisition. [FM 1-111, p. 3-2]

(b) Helicopters providing lift support. [FM 1-111, p. 3-2]

(2) Determines: [AN]

(a) Times and available operating hours aircraft will be available. [FM 1-111, p. 3-2]

(b) Locations from which aircraft will operate. [FM 1-111, p. 3-2]

(c) Support relationship (e.g., OPCON, DS, general support [GS]). [FM 6-20-40, p. A-33; FM 6-20-50, p. C-29]

(d) Requirements to provide logistical support (e.g., CL III, FARP locations and operations) of Army aviation units. [AN]

(3) Identifies division-directed aviation employment guidance and plans which will affect brigade helicopter operations, including: [ARTEP 71-3 MTP, Task 71-3-7001/1h]

(a) Brigade support of SEAD operations. [ARTEP 71-3 MTP, Task 71-3-7001/1h3; FM 1-111, p. 4-3]

(b) Brigade support of division JAAT plans and guidance. [FM 71-100, Chap 6; FM 1-111, p. G-1]

(c) Division intelligence and electronic warfare (IEW) operations in support of aviation operations. [FM 1-111, p. 4-16]

(4) Determines, with the brigade S3 Air, division A2C2 guidance and measures to deconflict airspace, including: [ARTEP 71-3 MTP, Task 71-3-7001/4a; ARTEP 1-100 MTP, Task 1-100-01-4-1322/02c]

(a) Air corridors for helicopters. [FM 1-111, p. H-11; ARTEP 71-3 MTP, Task 71-3-7001/1h1]

(b) Airspace coordination altitude for helicopters. [ARTEP 71-3 MTP, Task 71-3-7001/2b7]

(c) Division-imposed A2C2 rules and procedures for helicopter operations. [FM 1-111, p. H-11; ARTEP 71-3 MTP, Task 71-3-7001/2b6]

(d) Division Army aviation missions and their affect on brigade air space. [AN]

(e) Division-directed air space control measures and their affect on brigade air space users. [FM 1-111, p. H-11; ARTEP 71-3 MTP, Task 71-3-7001/4i]

(f) Potential conflicts with flight control measures. [ARTEP 71-3 MTP, Task 71-3-7001/4k]

(5) Provides input to the brigade XO for preparation of the restated mission. [AN]

(6) Provides input to the brigade S3 for the WARNO. [AN]

g) The brigade FSO performs mission analysis of the division order and: [FM 6-20-1, p. 3-7; FM 6-20-10, p. 2-3; FN-JRTC; FN-NTC; FN-3/24 ID; FM 101-5, p. 4-12]

(1) Identifies:

(a) Fire support specified, implied, and essential tasks.

(b) Fire support facts and assumptions.

(c) Fire support limitations (restrictions and constraints).

(2) Determines the task organization of FA assets, including duration of support, support relationship, and directed division missions. [FM 6-20-2, p. B-3; FM 6-20-30, p. D-5; FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FN-NTC]

(3) Determines with brigade ALO and Marine air officer the CAS sortie allocations to the brigade, including the responsible service (e.g., USAF, USN, USMC) and division-directed missions. [FM 6-20-30, p. D-16; FN-NTC]

(4) Determines with the brigade NGLOthe allocation and support relationship (e.g., DS, GS) of NSF, including division-directed missions. [FM 6-20-30, p. D-17]

(5) Determines with the brigade aviation LNO the Army aviation assets allocated for observation, target acquisition, and lift support to the brigade, including division-directed missions. [FM 1-111, p. 3-3; FN-NTC]

(6) Determines, with the brigade S2 and DS MI company commander, the allocation of offensive EW systems, including division-directed missions. [FM 6-20-30, p. D-18]

(7) Determines allocation of division radar systems to the brigade, including division radar zones and directed missions. [FM 6-20-2, p. B-14; FN-NTC]

(8) Determines: [AN]

(a) Division-directed targets and obstacles. [FM 6-20-40, p. 2-1, 2-13; FM 6-20-50, p. 2-1, 2-13; FN-NTC; FN-FA School]

(b) SEAD requirements to support CAS and Army aviation missions in the brigade AO. [FM 1-111, p. 3-3; NTC]

(c) Division plans and requirements to provide fire support for rear area operations. [FM 6-20-30, p. 4-19]

(d) Division FSCMs. [FM 6-20-30, p. D-11, F-1; FM 6-20-40, p. E-2; FN-NTC; FN-JRTC]

(e) CSR for fire support systems. [FM 6-20-40, p. 2-3; FN-NTC]

(f) Division attack helicopter cross-forward line of troops (FLOT) operations in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]

(g) Follow-on missions for fire support units supporting the brigade. [FM 6-20-30, p. D-6; FN-NTC]

(h) Locations and scheme of maneuver for non-brigade fire support units operating in the brigade's AO. [FM 6-20-30, p. 2-11; FN-NTC; FN-FA School]

(i) Division deep battle plan, and concept for transition from division deep battle to brigade deep and close battles. [FM 71-100, p. 1-5; FM 6-20-30, p. 4-16, B-1]

(j) Division counter-preparation plan. [FM 6-20-30, p. D-2]

(k) A2C2 requirements. [ARTEP 71-3 MTP, Task 71-3-9002/3d2]

(l) Division-planned FA support fires and their effect on brigade air space. [ARTEP 71-3 MTP, Task 71-3-9002/3d1]

(m) Locations of FA units under division control. [ARTEP 71-3 MTP, Task 71-3-9002/3d1]

(n) Division-imposed FSCMs on brigade air space. [ARTEP 71-3 MTP, Task 71-3-9002/3d3]

(9) Upon completion of the analyses described in 3b4)g), h), and i), the brigade FSO:

(a) Reviews the analyses conducted by the ALO [3b4)h)] and the NGLO [3B4)i)] to ensure that the brigade fire support mission analysis is complete. [AN]

(b) Provides information resulting from the mission analysis to the FA battalion S3 to facilitate parallel planning. [AN]

(10) Presents the list of fire support facts and assumptions, as well as specified, implied, and essential tasks to the XO for review and approval. [AN]

(11) Provides input to the brigade XO for preparation of the restated mission. [AN]

(12) Provides input to the brigade S3 for the WARNO. [AN]

(13) Is prepared to present the list of fire support facts and assumptions, as well as specified, implied, and essential tasks to the brigade commander and staff during the mission analysis brief. [AN]

h) The brigade ALO performs mission analysis of the division order. [FM 6-20-10, p. 2-3]

(1) Determines brigade allocation of CAS, including responsible service (USAF, USN, USMC). [FM 71-3, p. 7-8; MCM 3-3, Vol VIII, Chap 9; FM 6-20-40, p. A-8; FM 6-20-50, p. C-5; FN-194 AR]

(2) Determines, in coordination with the Marine air officer, task organization of ALOs, TACPs, and SALTs, under division and brigade control. [MCM 3-3, Vol VIII, Chap 8]

(3) Determines brigade responsibility to execute SEAD fires in support of division-directed CAS mission. [AN]

(4) Identifies division preplanned CAS missions (e.g., CAS, IEW). [FM 71-3, p. 7-8; MCM 3-3, Vol VIII, Chap 9; FM 6-20-40, p. A-8; FM 6-20-50, p. C-5; FN-194 AR]

(5) Determines aircraft and munitions characteristics for aircraft allocated to support the brigade. [ARTEP 71-3 MTP, Task

71-3 71-3-3004/2a; FM 71-3, p. 7-8; FM 6-20-40, p. A-8; FM 6-20-50, p. C-13]

(6) Determines cut-off times for submitting preplanned CAS requests to the division G3 as specified in the ATO. [ARTEP 71-3 MTP, Task 71-3-3004/2c]

(7) Determines, with the brigade S3 Air, division A2C2 guidance and measures to deconflict airspace. [AN]

(a) Identifies division CAS missions and their effect on brigade air space. [AN]

(b) Determines effects of division-imposed FSCMs on CAS support to the brigade. [AN]

(8) Determines, with the brigade S2: [AN]

(a) Enemy air defense capabilities. [MCM 3-3, Vol VIII, Chap 2]

(b) Division IEW operations which will affect the employment of high performance aircraft. [MCM 3-3, Vol VIII, Chap 2]

(9) Provides input to the brigade S3 for the WARNO. [AN]

i) The brigade NGLO performs mission analysis of the division order. [FM 6-20-10, p. 2-3]

(1) Determines support relationships (e.g., DS, GS) of USN ships to the brigade. [FM 71-3, p. 7-13; FM 6-20-40, p. A-3; FM 6-20-50, p. C-26; FN-194 AR]

(2) Determines, with brigade ALO and Marine air officer, USN and USMC CAS allocation to the brigade. [FM 6-20-40, p. A-3; FM 6-20-50, p. C-13]

(3) Determines task organization of ANGLICO elements within the division and the brigade. [FM 71-3, p. 7-11]

(4) Identifies division-directed NSF and USN/USMC CAS missions to determine brigade responsibilities. [FM 6-20-40, p. A-3; FM 6-20-50, p. C-13]

(5) Determines, with the brigade S3 Air, division A2C2 guidance and measures to deconflict airspace. [AN]

(a) Identifies division USAF and USN/USMC CAS missions and their affect on brigade air space. [AN]

(b) Identifies DIVARTY and NSF missions and their affect on brigade air space. [AN]

(c) Determines effects of division-imposed FSCMs on USN/USMC CAS and USN NSF support to the brigade. [AN]

(6) Provides input to the brigade S3 for the WARNO. [AN]

j) The brigade ADO performs mission analysis of the division order and determines: [ARTEP 71-3 MTP, Task 71-3-6002/1; FM 6-20-10, p. 2-3]

(1) Division-planned ADA fires and engagement areas to determine their affect on use of brigade air space. [ARTEP 71-3 MTP, Task 71-3-6002/1b]

(2) Locations of ADA units under division control. [AN]

(3) Effects of division-imposed air defense control measures on brigade air space (restrictions and constraints).

(4) Reads the division order and extracts information on: [AN]

(a) ADA priorities.

(b) WCS.

(c) Task organization.

(d) Air threat data and situation.

(e) ADA commander’s intent.

(f) ADA concept of the operation.

(g) Combined arms air defense (AD).

(h) Passive AD.

(i) Early warning.

(j) AD ROE.

(k) Hostile criteria.

(5) Continually exchanges enemy air threat information with the brigade S2. [AN]

(6) Determines high to medium altitude air defense coverage. [AN]

(7) Prioritizes the ADA task list. [AN]

(8) Is prepared to brief the concept of the mission requirements for AD to include: air terrain analysis, weather effects, threat information, division AD priorities, HIMAD coverage, facts and assumptions, restrictions, AD tasks, AD recommendations during the mission analysis brief. [AN]

(10) Provides input to the brigade XO for the preparation of the restated mission. [AN]

(11) Provides input to the brigade S3 for the brigade WARNO. [AN]

k) The MP platoon leader supporting the brigade conducts mission analysis of the division order. [FM 101-5, p. 4-12]

l) The Bde SO conducts mission analysis of the division order and: [ARTEP 71-3 MTP, Task 71-3-1101/1a]

(1) Reviews the division communications area analysis for the brigade's AO to determine brigade's ability to communicate. [FM 11-50, p. G-3; FM 11-41, p. C-1; FN-3/24 ID]

(2) Identifies division and higher headquarters retrains sites and communications nodes. [FM 11-41, p. 3-2, 4-1; FM 11-50, p. 2-6; FN-3/24 ID]

(3) Determines brigade albcation of voice and digital communications frequencies. [FM 11-41, p. 3-2, 4-2; FM 11-50, p. 1-9; ARTEP 71-3 MTP, Task 71-3-1102/2]

(4) Identifies COMSEC and SIGSEC requirements. [ARTEP 71-3 MTP, Task 71-3-1007/1b3]

(5) Determines any signal activities the brigade is responsible for in support of division deception operations. [ARTEP 71-3 MTP, Task 71-3-1007/1b4]

(6) Provides input to the brigade XO for preparation of the restated mission. [AN]

(7) Provides input to the brigade S3 for the WARNO. [AN]

m) The Bde SO, brigade S2, and DS MI company commander: [ARTEP 71-3 MTP, Task 71-3-1007/1b]

(1) Identify enemy communications activities and their potential impact on the brigade (for HVT consideration). [ARTEP 71-3 MTP, Task 71-3-1007/1b1]

(2) Determine division MIJI guidance. [ARTEP 71-3 MTP, Task 71-3-1007/1b2]

(3) Determine potential effect on enemy communications systems resulting from division-directed nonlethal attack. [AN]

n) The brigade S1 conducts mission analysis of the division order: [AN]

(1) Reads the division order and extracts information on: medical service support and evacuation; mortuary evacuation and graves registration; EPW processing and locations; personnel replacement operations, priorities, and schedule; and task organization.

(2) Contacts all subordinate units and requests personnel status reports and personnel losses reports.

(3) Identifies facts and assumptions for brigade personnel operations.

(4) Identifies restrictions and constraints on brigade personnel operations.

(5) Identifies specified, implied, and essential personnel tasks.

(6) Contacts brigade surgeon to determine status of the medical operations and evacuation plan.

(7) Obtains expected mission from the brigade S3 covering the period from D to D+3.

(8) Consults historical charts from FM 101-10-1 (Staff Officers Filed Manual, Volume 2) to calculate approximate number of replacements needed based on estimated of strength projections and personnel losses.

(9) Prepares a briefing on the status of the brigade strength, manning, personnel services, and loss projection.

(10) Provides input to the brigade XO for preparation of the restated mission.

(11) Provides input to the brigade S3 for the WARNO.

o) The brigade chaplain conducts mission analysis of the division order. [FM 101-5, p. 4-12]

(1) Determines requirements and opportunities for the conduct of UMT operations.

(2) Provides input to the brigade S1.

p) The brigade S4 conducts mission analysis of the division order, in coordination with the FSB support operations officer/section: [ARTEP 71-3 MTP, Task 71-3-4001/2; FM 6-20-10, p. 2-3; FN-3/24 ID]

(1) Identifies specified, implied and essential logistical tasks necessary to accomplish the mission. [ARTEP 71-3 MTP, Task 71-3-4001/2b]

(a) Division movement plans involving the brigade. [AN]

1 Ground. [AN]

2 Air. [AN]

3 Rail. [AN]

(b) Division-directed brigade movements. [AN]

(c) Division-directed or reserved routes. [AN]

(d) Division movement control measures. [AN]

(e) Requirements for transportation and critical times, in addition to normal sustainment operations (e.g., requirement to move large quantity of barrier material to new area prior to preparation for the defense). [AN]

(f) Missions requiring specific logistics support (e.g., engineer CL IV and V required as a result of a division-directed obstacle). [AN]

(g) Movement requirements and times for distribution of supplies. [FN-NTC CSS OCs]

(h) Projected consumption of critical classes of supplies (e.g., CL III, IV, and V). [FN-NTC CSS OCs]

(2) Identifies logistical restrictions and constraints impacting on the brigade mission. [ARTEP 71-3 MTP, Task 71-3 71-3-4001/2c]

(a) Division-directed logistics support to non-brigade units in the brigade area. [AN]

(b) CSR. [AN]

(c) Division-directed sustainment controls. [AN]

(d) Division-identified logistics support constraints and restrictions. [AN]

(e) Enemy activity in the brigade rear area. [AN]

(f) Weather and road conditions in the brigade AO. [AN]

(g) Transportation sustainment controls established by the DISCOM movement MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4c; FN-CGSC CSS SMEs]

(h) Division-directed brigade support of division movements. [AN]

(3) Identifies brigade allocation of CSS by class of supply for brigade units. [FM 71-123, p. 8-3; FN-3/24 ID]

(4) Identifies ground and air transportation assets supporting brigade units. [FM 71-123, p. 8-5; FN-3/24 ID]

(a) Division priorities for allocation of transportation assets based on information from the MCO. [ARTEP 63-216-MTP, Task 63-1-1013/4d; FN-CGSC, CSS SMEs]

(b) Transportation units/assets under division control. [AN]

(c) Transportation units/assets under brigade control. [AN]

(d) Type of units task organized to the brigade. [AN]

(5) Identifies locations of division CSS nodes and their operating times. [FM 71-123, p. 8-1; FN-3/24 ID]

(6) Identifies division maintenance priorities for brigade systems, including: [AN]

(a) FA systems.

(b) COLTs and FIST-Vs.

(c) Radars.

(d) Voice and digital communications systems.

(e) ALO equipment.

(f) Engineer equipment.

(g) Missile systems.

(h) Tank systems.

(i) Other systems.

(7) In conjunction with the S1, considers division personnel operations for replacement of trained personnel. [AN]

(8) Identifies facts and assumptions for CSS. [AN]

(9) The brigade S4 includes current logistical status based on latest information in his mission analysis. [FN-NTC CSS OCs]

(a) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meeting. [FN-NTC CSS OCs]

(b) On-hand supply and maintenance status based on latest logistics status reports (LOGSTATs). [FN-NTC CSS OCs]

(10) Determines the status of bulk fuel delivery assets. [AN]

(11) Makes an initial list of equipment and supply requirements to meet mission needs. [AN]

(12) In conjunction with the brigade S2 and the ABE, section analyzes the AO to determine impact on supply operations. [ARTEP 71-3-MTP, Task 71-3-2001/2b; 8005/2]

(a) The brigade S2 and the ABE section identify LOC and transportation in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b4; 8005/2a]

(b) The brigade S2 and the ABE section determine trafficability and condition of road net in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2b5; 8005/2e; FN-CASCOM Training Directorate]

(c) The brigade S2 and the ABE section determines the impact of current and forecasted weather on both on road and off road trafficability in the AO. [ARTEP 71-3-MTP, Task 71-3-2001/2c2]

(d) The brigade S2 determines enemy capabilities in the AO that could disrupt supply operations. [AN]

(13) Provides input to the brigade XO for preparation of the restated mission.

(14) Provides input to the brigade S3 for the WARNO.

q) The brigade surgeon conducts mission analysis of the division order and determines: [ARTEP 71-3 MTP, Task 71-3-1301/1/a]

(1) Corps and division casualty evacuation policies and capability.

(2) Hospital locations and capability to handle patients.

r) The brigade S5, (or designated staff officer), performs mission analysis of the division order: [AN]

(1) Determines brigade-specified and implied tasks for civil affairs and CMO. [AN]

(a) Requirements for logistics support. [AN]

(b) Authority for control of displaced civilians/ refugees. [AN]

(c) Authority to use local civilian resources, facilities, and support. [AN]

(2) Provides results from civil affairs mission analysis to the brigade S4. [AN]

c. The brigade XO consolidates individual staff mission analyses. [ARTEP 71- 3 MTP, Task 71-3-0001/7; FM 101-5, p. 4-14]

1) The brigade XO directs the development of a brigade mission analysis product by:

a) Bringing the entire staff into a staff meeting and facilitating the development of a consolidated product through a briefback and discussion. [AN]

b) The brigade XO directs preparation of necessary briefing material for presentation of staff mission analysis results to the brigade commander. [FM 101-5, p. 4-14; AN]

2) The brigade XO receives and reviews staff mission analyses products for accuracy and personally consolidates results into a clear and concise brigade product. [FM 101-5, p. 4-14]

3) The brigade XO prepares the restated mission for the brigade commander's approval. [FM 101-5, p. 4-14; AN]

d. The brigade XO directs the staff during the mission analysis briefing to the brigade commander and staff; ensures that the following information is presented: [FM 101-5, p. 4-15; LL - CALL Newsletter No. 93-3, p. 4]

1) Identified specified and implied tasks.

2) Identified essential tasks.

3) Available brigade assets.

4) Limitations (constraints and restrictions) to the brigade.

5) C2W considerations in broad terms.

6) Proposed acceptable risk(s).

7) Critical facts and assumptions.

8) Plan for use of time.

9) Recommended restated mission (containing task and purpose).

10) AO and AIs.

11) Initial intelligence estimate.

12) Missions and intents of corps and division commanders.

13) Conclusions (overall assessment of the brigade’s ability to accomplish its mission and the potential “war stoppers”).

14) Recommendations.

e. The brigade commander, based on his own mission analysis and the mission analysis brief from the brigade staff: [FM 101-5, p. 4-15]

1) Approves or modifies the brigade restated mission.

2) Specifies the brigade essential tasks.

f. The brigade XO provides the means for the staff to conduct a reconnaissance to ensure that they are familiar with terrain in AO; means include: [AN]

1) Helicopter.

2) Ground transportation.

3) Maps and aerial photographs.

g. The brigade commander (and staff, when required) employs the MDMP in a time-constrained environment: [FM 101-5, p. 4-15]

1) The brigade commander personally conducts the mission analysis.

2) The mission analysis is jointly conducted by the commander and staff in the form of a "brainstorming session."

3) Each staff officer has a quick reference list of potential key mission analysis issues for consideration during each type of mission. [LL - CTC Bulletin No. 95-4]

4. **The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order (WARNO).** [ARTEP 71-3 MTP, Task 71-3-0001/7; FM 101-5, p. 4-15]

a. The brigade XO ensures that the brigade WARNOs are prepared and issued in 5-paragraph format and: [ARTEP 71-3 MTP, Task 71-3-3001/1f; 2; FM 101-5, p. H-13]

1) Provide major timeline events which accompany mission execution. [FM 101-5, p. H-14]

2) Provide planning focus to subordinate unit commanders and staff. [FN-IN School]

3) Provide essential details of the impending brigade operation. [FM 101-5, pp. 4-55, H-14]

b. The brigade XO or S3, in conjunction with other staff officers, prepares brigade WARNOs, as often as is required and is feasible (normally a minimum of three WARNOs are issued during the conduct of the MDMP), which include critical information available at the time of the WARNO, such as: [FM 101-5, p. H-14; ARTEP 71-3 MTP, Task 71-3-3001/1f]

1) Required maps (if changed from the current brigade OPORD). [FM 101-5, p. H-14]

2) Enemy situation updates. [FM 101-5, p. H-14]

3) Brigade events to occur prior to the issuance of the brigade OPORD. [FM 101-5, p. H-14]

4) Brigade mission, task, or operation. [FM 101-5, p. H-14]

5) Division mission and intent. [FM 101-5, p. H-14]

6) The brigade commander's intent statement (when available). [FM 101-5, p. H-14]

7) The brigade commander's restated mission statement. [FN-IN School]

8) Earliest time of movement or degree of notice the brigade commander will provide to brigade units for performing tasks or activities. [FM 101-5, p. H-14]

9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]

10) Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]

11) Information for the brigade orders group, which includes: [FM 101-5, p. H-14]

a) The rendezvous point and time for assembly of a brigade orders group. [FM 101-5, p. H-14]

b) Guidance on attendance of subordinate commanders and staff for the brigade orders group. [FM 101-5, p. H-14]

12) Guidance, time, and location requirements established by the brigade commander for issuing written orders. [FM 101-5, p. H-14]

13) Information resulting from decisions made by the commander, which includes: [FN-JRTC]

a) Selection of a brigade COA. [FN-JRTC]

b) Unit boundaries and other control measures. [FN-JRTC]

c) Missions for brigade units. [FN-JRTC]

d) Task organization and effective time(s). [AN]

14) Estimated timeline. [FM 101-5, p. H-43]

15) CCIR. [FM 101-5, p. H-43]

16) Risk guidance. [FM 101-5, p. H-43]

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]

a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]

3) The brigade commander bases the level of detail and specificity of his planning guidance on (initial planning guidance may be quite broad or very specific and detailed): [AN]

a) The time available.

b) The tactical situation.

c) The level of training of the brigade staff.

b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]

1) Determines who must be present at the commander's guidance briefing, if not in TSOP (e.g., engineer battalion Cdr, FSCOORD, MP platoon leader).

2) Ensures that staff is prepared to take notes on guidance issued.

c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]

1) Enemy COA. [FM 101-5, p. 4-17]

a) Specifies enemy COAs he considers the most probable or most dangerous. [FM 101-5, p. 4-17]

b) Identifies possible brigade COAs to respond to enemy COAs. [FM 101-5, p. 4-17]

c) Articulates the critical information he needs to make combat decisions. [AN]

2) Restated mission. [FM 101-5, p. 4-18]

a) States in doctrinally correct terms. [FM 101-5, p. 4-18]

b) Explains missions as tasks and purposes. [FM 101-5, p. 4-18]

3) Intent includes: [FM 101-5, p. 4-18; FM 71-3, p. 3-3]

a) Purpose: describes the "why" of the mission in the context of the division mission and division commander's intent. [FM 71-3, p. 3-3]

b) Method: describes the "how" of the brigade mission, in broad terms. [FM 71-3, p. 3-3]

c) Endstate: describes minimum standards for brigade battlefield success in relation to brigade units, enemy forces, terrain, and time. [FM 71-3, p. 3-3; FN-JRTC; FN-IN School; FN-194 AR]

4) Concept of the operation. [FM 101-5, p. 4-18]

a) Describes, in broad terms, where, when, and how he wants to concentrate combat power and shape the battlefield to attain his and the division commander's intents. [FM 101-5, p. 4-18; FN-JRTC; FN-IN School; FN-194 AR]

b) Allows rapid transition between offensive battle phases and defensive battle phases. [FM 101-5, pp. 4-18, 4-19]

c) Provides a scheme of fires and maneuver, which includes: [FM 101-5, p. 4-20]

(1) Movements for brigade units. [FM 101-5, p. 4-20]

(2) Fires in support of brigade units.

(3) Defeat mechanism.

(4) Objectives or areas to be retained. [FM 101-5, p. 4-20]

(5) Responsibilities for zones, sectors, or areas. [FM 101-5, p. 4-20]

(6) Where on the battlefield he wantsto affect the enemy's movement, with obstacles, the effect he wants to achieve, and priorities for those effects. [FN-Engr School]

(7) Formations or dispositions when necessary. [FM 101-5, p. 4-20]

(8) Maneuver options which may develop. [FM 101-5, p. 4-20]

(9) Measures to ensure uninterrupted support by FA, air defense, CAS, engineers, MI, communications, and combat service support. [FM 101-5, p. 4-20]

(10) Areas and degrees of acceptable risk. [FM 101-5, p. 4-20]

(11) Preliminary composition and location of reserves. [FM 101-5, p. 4-20]

(12) Timing and sequence of activities. [FM 101-5, p. 4-20]

(13) Preliminary command and control arrangements. [FM 101-5, p. 4-20]

d) Identifies his decisive point (brigadefocus of effort) where he wants to defeat the enemy's purpose; decisive point includes: [FN-JRTC; FN-IN School; FN-BCTP]

(1) Where to synchronize brigade assets.

(2) What brigade actions will occur. [FN-JRTC; FN-AR School]

e) Describes concept of A2C2. [ARTEP 71-3 MTP, Task 71-3-3013/1e]

5) Deception objective. [FM 101-5, p. 4-21]

   a) Brigade actions to implement division deception plans. [FM 101-5, p. 4-21]

   b) Actions the brigade commander wants to use in order to cause the enemy to commit to a COA that the brigade can exploit. [FM 101-5, p. 4-21]

6) Priorities, including: [FM 101-5, p. 4-22]

   a) Protection of brigade forces, including security operations and OPSEC requirements. [FM 101-5, p. 4-22]

   b) Manning. [FM 101-5, p. 4-22]

   c) Arming. [FM 101-5, p. 4-22]

   d) Fueling. [FM 101-5, p. 4-22]

   e) Maintenance. [FM 101-5, p. 4-22]

   f) Transportation. [FM 101-5, p. 4-22]

   g) Sustaining soldiers and systems. [FM 101-5, p. 4-22]

8) Type of brigade order to issue; formats include: [FM 101-5, p. 4-24]

   a) Overlay order. [FM 101-5, p. 4-24]

   b) Five-paragraph. [FM 101-5, p. 4-25]

   c) Other, based on brigade TSOP. [AN]

9) Type of rehearsal to conduct, which includes: [FM 101-5, p. 4-25]

   a) Backbrief. [FM 101-5, p. 4-25]

   b) Radio. [FM 101-5, p. 4-25]

   c) Map. [FM 101-5, p. 4-25]

   d) Sketch-map. [FM 101-5, p. 4-25]

   e) Terrain-model. [FM 101-5, p. 4-25]

f) Key-leader. [FM 101-5, p. 4-25]

g) Full. [FM 101-5, p. 4-25]

10) The type of planning process the brigade will use to develop the order. [FM 101-5, p. 4-7 - 4-8; FN-IN School]

a) Unconstrained planning process: assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; FN-IN School]

b) Time-constrained planning process: used when time is constrained; commander provides one or more COAs to be developed, war gamed, and briefed for decision. [FM 101-5, p. 4-7; FN-IN School]

11) CCIR. [FM 101-5, p. 4-47; FN-NTC]

a) The brigade commander and brigade staff jointly determine BOS information required by the brigade commander to make a decision in a timely manner to retain the initiative. [FM 101-5, pp. C-4 - C-5]

b) The brigade commander determines CCIR for each phase of the battle, including: [BCBL "Battle Command," p. 21; FN-BCTP]

(1) EEFI. [BCBL "Battle Command," p. 21; FN-BCTP]

(2) FFIR. [BCBL "Battle Command," p. 21; FN-BCTP]

(3) Priority intelligence requirements. [BCBL "Battle Command," p. 21; FN-BCTP]

(4) BDA information requirements (addressed separately or as a component of PIR). [FN - CGSC]

d. The brigade commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16; FM 34-8, p. 2-2]

1) The information he has provided will result in timely and effective COA development and analysis.

2) His vision of the operation is imparted to the staff.

3) The guidance provided does not overly restrict staff initiative or inhibit ideas.

e. The brigade commander, when required, employs the military decision-making process in a time-constrained environment, and issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN-IN School]

1) Shortens planning time by giving more detailed and directive guidance.

2) Adds focus to staff planning by stating options he does not want the staff to consider.

3) Describes restrictions on planning and employment of fires. [FN-IN School]

4) Establishes requirements for updating brigade staff revised estimates with specific information. [FN-JRTC; FN-BCTP]

5) Enables the brigade staff to develop and implement measures to collect CCIR. [FN-JRTC; FN-BCTP]

f. The brigade commander updates guidance to the brigade staff as the situation develops. [LL - CTC Bulletin No. 95-4]

6. **The brigade commander and staff prepare estimates.** [FM 71-3, p. I-1; FM 101-5, p. 4-4]

a. The brigade commander performs the commander's estimate concurrently with preparation of the staff estimate. [FM 101-5, p. 4-3]

1) The brigade commander integrates information from the mission analysis process into his commander's estimate.

2) The brigade commander continues to refine and maintain his estimate over the duration of the operation.

3) The brigade commander, during this task, focuses on information related to paragraphs 1 and 2 of the commander’s estimate:

a) Mission.

b) The situation and COA.

4) The brigade commander, in conjunction with the brigade CSM, brigade surgeon, brigade chaplain, and other selected key personnel, estimates the organizational and human capability of the brigade to accomplish the mission. Considerations include these factors:

a) That define the organizational climate to include:

(1) Communications effectiveness within the chain of command.

(2) Performance and discipline standards.

(3) Organizational stress.

(4) Quality of supervision.

(5) Inter-personal relations and teamwork.

b) That define soldier, leader, and unit commitment to include:

(1) Morale.

(2) Motivation.

(3) Confidence.

(4) Mutual trust and trust in leaders.

(5) Resolve.

(6) Technical and tactical competency.

c) That define cohesion to include:

(1) Esprit.

(2) Teamwork.

b. The brigade XO (chief of the targeting team) convenes, as necessary, the targeting team during the preparation of staff estimates, to ensure full coordination and integration of targeting related information. [AN]

c. Each brigade staff member prepares a staff estimate in his area of responsibility. [FM 101-5, pp. 3-85; C-1 - C-26]

1) Each brigade staff member begins the development of his estimate as early as possible (e.g., upon receipt of the higher headquarters WARNO). [AN]

2) Each brigade staff member continually performs estimate activities: [FM 101-5, pp. 4-4, C-3]

   a) Collect, analyze, and validate information.

   b) Consider the human dimension of battle.

3) Each brigade staff officer continuously analyzes how METT-T relevant to his respective field of interest will influence mission accomplishment. [FM 101-5, p. 4-4]

4) Brigade staff officers continuously consult with other staff officers to obtain critical, relevant, and accurate information. [FM 101-5, p. 4-4]

5) Brigade staff officers develop and maintain estimates that are forward looking and predictive of enemy action. [FM 101-5, p. C-2]

6) Each staff estimate focuses on identifying and answering the brigade CCIR. [FM 101-5, p. C-4]

7) Designated staff sections are the headquarters' subject matter experts on enemy doctrine, capabilities, organization, and tactics based on their proponency for BOS(s). [LL - NTC, Brigade Rehearsals]

d. The brigade S2 prepares paragraphs 1-4 of the intelligence estimate (for detailed description of brigade S2 estimate development, refer to brigade BF 1, Conduct Intelligence Planning). [ARTEP 71-3-MTP, Task 71-3-2001]

1) The brigade S2 section coordinates with higher-level staff sections to receive available information as early as possible, including: [ARTEP 71-3 MTP, Task 71-3-2001/5a]

   a) Weather. [ARTEP 71-3 MTP, Task 71-3-2001/5a1]

   b) Intelligence. [ARTEP 71-3 MTP, Task 71-3-2001/5a2]

   c) Topography. [ARTEP 71- 3 MTP, Task 71-3-2001/5a3]

   d) Known enemy order of battle (OB) and activity. [ARTEP 71-3 MTP, Task 71-3-2001/5a4]

   e) IPB products. [ARTEP 71- 3 MTP, Task 71-3-2001]

2) The brigade S2 section, in conjunction with the brigade ABE section, the DS MI company commander, the ADALO, and other brigade staff officers, as required, prepares the intelligence estimate to include: (The brigade S2 will prepare the intelligence estimate once the IPB tasks are completed; see BF 1 for detailed tasks associated with IPB). [ARTEP 71-3 MTP, Task 71-3-2001/5c]

a) Mission. (The restated mission will be derived from the brigade commander's approved restated mission; see brigade BF 18 Task 3 for detailed tasks associated with mission analysis). [ARTEP 71-3 MTP, Task 71-3-2001/5c1]

b) AO and AI (based on IPB and intelligence annex to higher headquarters brigade OPORD/OPLAN). [ARTEP 71-3-MTP, 71-3-2001/5c2]

c) Enemy situation (based on IPB and intelligence annex to higher headquarters brigade OPORD/OPLAN). [ARTEP 71-3 MTP, Task 71-3-2001/5c3]

d) Enemy capabilities. [ARTEP 71-3 MTP, Task 71-3-2001/5c4]

(1) Estimates (with the CMLO) the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations. [ARTEP 71-3 MTP, Task 71-3-2005/2e]

(2) Provides the CMLO an estimate of the enemy's ability to launch NBC operations. [ARTEP 71-3 MTP, Task 71-3-2005/2f]

(3) Coordinates with the brigade S4 to assess the impact of enemy capabilities on brigade logistical operations. [ARTEP 71-3 MTP, Task 71-3-4002/3a]

(4) Recommends EEI on enemy capabilities that have major impact on CS and CSS activities. [ARTEP 71-3 MTP, Task 71-3-4002/3b]

e) Friendly capabilities. [AN]

(1) Status of intelligence collection systems.

(2) Status and location of intelligence units and assets

f) Conclusions. [ARTEP 71-3 MTP, Task 71-3-2001/5c5]

3) The brigade S2 section prepares an initial brigade R&S plan for approval by the brigade S3, that: [FM 34-80, p. 28 & E-1]

a) Adheres to brigade TSOP.

b) Identifies the brigade commander's PIR and IR.

c) Identifies indicators of intelligence requirements.

d) Identifies avenues of approach.

e) Identifies mobility corridors.

f) Identifies NAIs.

g) Identifies unit taskings for collection against specific targets.

h) Identifies reporting requirements.

i) Depicts deployed R&S assets and planned R&S deployments.

4) The brigade S2 makes recommendations to the brigade commander and provides information to other brigade staff officers, based on formulated conclusions concerning the effect of the AO on: [ARTEP 71-3 MTP, Task 71-3-2001/5d]

a) Friendly and enemy fires.

b) Probable enemy COA.

c) Enemy vulnerabilities the brigade can exploit.

d) The feasibility of various friendly COA (once developed).

e) Status of intelligence collection assets.

5) The brigade S2 section, in conjunction with the brigade S3, the brigade ABE, the brigade S4, and the brigade CMLO prepares the initial MCOO. [AN]

e. The brigade S3 section prepares paragraphs 1 and 2a and b of the operations estimate, which includes: [FM 101-5, p. C-16; ARTEP 71-3 MTP, Task 71-3-3001/2]

1) Mission (restated mission from mission analysis). (See BF 18 Task 3 for detailed tasks associated with mission analysis). [FM 101-5, p. C-16]

2) The situation and COA. [FM 101-5, p. C-16]

a) Considerations affecting the possible COA. [FM 101-5, p. C-16]

(1) Operations to be supported.

(2) Characteristics of the area of operations.

(a) Weather.

(b) Reviews and incorporates terrain analysis. [ARTEP 71-3 MTP, Task 71-3 Task 71-3-3001/2e]

(c) Other pertinent factors such as safety and accident prevention, and political and psychological analysis.

(3) Enemy situation and capabilities. The brigade S3 reviews and incorporates the enemy situation and capabilities based on input from the brigade S2. [ARTEP 71-3 MTP, Task 71-3-3001/2a and 2b; FM 101-5, p. C-20]

(4) Friendly situation. The brigade S3 determines the friendly situation using input from all coordinating and special staff and subordinate units. [ARTEP 71-3 MTP, Task 71-3-3001/2a]

(a) The brigade S3, with the brigade FSO, determines the locations and status of brigade units and fire support assets.

(b) The brigade S3 determines combat capabilities of brigade units. [FM 101-5, p. C-8]

(c) The brigade S3 determines locations,status, and mission of flank and supporting units. [FM 101-5, p. C-9]

(d) Brigade S3 provides an assessment of the brigade capability to conduct operations.

(5) Relative combat power.

b) Anticipated difficulties.

f. The brigade S3 Air, in conjunction with the A2C2 element, prepares A2C2 staff estimate. [ARTEP 71-3 MTP, Task 71-3-3013/2; ARTEP 71-3-rev-MTP, Task 71-6-3013/01]

1) Updates information derived during mission analysis:

a) The task organization.

b) The brigade mission statement.

c) The area for which the commander is responsible.

(1) Vertical limits.

(2) Left and right limits.

(3) Front and rear limits.

d) The users of the airspace.

(1) Army aviation.

(2) Air forces (USAF, USN, USMC, coalition forces).

(3) Fire support.

(4) Air defense artillery.

(5) Air traffic services.

e) Requirements for the use of the airspace.

(1) Combat.

(2) CS.

(3) CSS.

f) A2C2 control measures imposed by higher headquarters.

g) A2C2 priorities.

g. The brigade S3 Air, as chief of the A2C2 team, convenes, as necessary, the A2C2 team during the preparation of staff estimates to ensure full coordination and integration of A2C2-related information. [AN]

2) Develops essential EEFI.

a) Determines sensitive aspects of the operation.

b) Identifies those aspects of the operation, which if known by the enemy, will allow him to develop measures to counter friendly intended operations.

c) Receives recommendations for EEFI from the brigade S2.

3) Provides vulnerability assessment.

a) Determines friendly events, operations, and activities that are susceptible to enemy collection.

b) Determines the probability of enemy success in interpreting friendly signatures, patterns, and indicators.

c) Identifies vulnerabilities by comparing the friendly force profiles to the enemy collection capability.

d) Compiles listing of vulnerable aspects of the operation.

4) Conducts risk analysis and selects EEFI.

a) Determines the risks (loss of time, equipment, manpower, and objectives) associated with an operation if the enemy is able to collect those identified vulnerable aspects of an operation.

b) Determines the costs (manpower time, equipment, and objective) of OPSEC measures assigned to identified vulnerable aspects of the operation.

c) Determines the probable benefits (reductions in risks) of implementing OPSEC measures.

d) Compares cost and benefits of implementing OPSEC measures versus the impact if the enemy exploits the vulnerability.

e) Lists vulnerable aspects of the operation that warrant OPSEC measures.

f) Determines OPSEC measures.

g) Selects EEFI.

5) Directs evaluation of OPSEC measures.

a) Considers the EEFI.

b) Determines availability of assets to implement OPSEC measures.

(1) SIGSEC measures.

(2) Physical security measures.

(3) Information security measures.

c) Determines enemy intelligence collector's weaknesses and vulnerabilities.

d) Evaluates OPSEC effectiveness.

e) Lists OPSEC measures in use.

f) Requests evaluation resources.

g) Compiles data.

h) Determines effectiveness.

h. The brigade S3 section prepares staff estimate concerning OPSEC. [ARTEP 71- 3 MTP, Task 71-3-3014/1; 6]

1) Coordinates with the brigade S2 to establish the OPSEC database.

a) Coordinates with brigade S2 section immediately to determine enemy reconnaissance capability for force security battle.

b) Establishes current status of US military AOs.

c) Assists in development of friendly force profiles by determining:

(1) Signatures.

(2) Patterns.

(3) Indicators.

(4) Maintains up-to-date friendly force profiles for the following activities:

(a) Intelligence operations.

(b) Logistical operations.

(c) Tactical operations and maneuver.

(d) CP operations.

(e) Communications operations.

(f) Electro-optics (laser and infrared) operations.

2) Develops EEFI.

a) Determines sensitive aspects of the operation.

b) Identifies those aspects of the operation, which if known by the enemy, will allow him to develop measures to counter friendly intended operations.

c) Receives recommendations for EEFI from the brigade S2.

3) Provides vulnerability assessment.

a) Determines friendly events, operations, and activities that are susceptible to enemy collection.

b) Determines the probability of enemy success in interpreting friendly signatures, patterns, and indicators.

c) Identifies vulnerabilities by comparing the friendly force profiles to the enemy collection capability.

d) Compiles listing of vulnerable aspects of the operation.

4) Conducts risk analysis and selects EEFI.

a) Determines the risks (loss of time, equipment, manpower, and objectives) associated with an operation if the enemy is able to collect those identified vulnerable aspects of an operation.

b) Determines the costs (manpower time, equipment, and objective) of OPSEC measures assigned to identified vulnerable aspects of the operation.

c) Determines the probable benefits (reductions in risks) of implementing OPSEC measures.

d) Compares cost and benefits of implementing OPSEC measures versus the impact if the enemy exploits the vulnerability.

e) Lists vulnerable aspects of the operation that warrant OPSEC measures.

f) Determines OPSEC measures.

g) Selects EEFI.

5) Directs evaluation of OPSEC measures.

a) Considers the EEFI.

b) Determines availability of assets to implement OPSEC measures.

(1) SIGSEC measures.

(2) Physical security measures.

(3) Information security measures.

c) Determines enemy intelligence collector's weaknesses and vulnerabilities.

d) Evaluates OPSEC effectiveness.

e) Lists OPSEC measures in use.

f) Requests evaluation resources.

g) Compiles data.

h) Determines effectiveness.

i. The brigade CMLO prepares the NBC estimate, which includes: [ARTEP 71-3 MTP, Task 71-3-3015]

1) Available brigade NBC defense capabilities.

a) Available chemical unit support.

(1) Smoke platoon.

(2) Decontamination units/sites.

(3) NBC reconnaissance vehicles.

b) Status of NBC personnel.

c) On hand NBC defense equipment.

d) Current status of NBC CL V.

(1) Fog oil.

(2) Smoke pots.

(3) Incendiaries.

2) Assessment of NBC defense capabilities.

3) Estimates, with the brigade S2 and S3, the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.

4) In conjunction with the brigade S2, provides an estimate of the enemy's ability to launch NBC operations. [ARTEP 71-3 MTP, Task 71-3-2005/2e]

5) In conjunction with the brigade S3 section, considers location for possible decontamination sites and coordinates with division G3 (chemical officer) for support. [ARTEP 71-3 MTP, Task 71-3-3015/2c]

6) In conjunction with the brigade S2 section, determines mobility constraints for inclusion in the MCOO. [AN]

j. The ABE section prepares paragraphs 1 and 2a of the engineer estimate. [ARTEP 71-3 MTP, Task 71-3-8001/3; ARTEP 5-145 MTP, Task 05-1-0002]

1) The ABE section, in conjunction with the engineer battalion staff: [ARTEP 71-3 MTP, Task 71-3-8001/3a; FM 5-71-100, p. A-2]

a) Contributes to the development of the brigade S2 intelligence estimate.

(1) Coordinates with the brigade S2 to identify avenues of approach.

(2) Reviews information available on the enemy likely COA and engineer capabilities.

(3) Determines the tactical merits of each avenue of approach.

(4) Determines the potential problems for confirmed avenues of approach.

(5) Performs the mobility analysis from both the friendly and enemy points of view considering:

(a) Observation and fields of fire.

(b) Cover and concealment.

(c) Obstacles.

(d) Key terrain.

(e) Adequacy of maneuver space.

(f) Ease of movement.

(6) Determines enemy obstacles and restrictive terrain which will require suppression and obscuration by brigade fire support systems. [FM 5-101, p. 3-3]

(7) Identifies enemy engineer capabilities and likely reactions to brigade FASCAM employment. [ARTEP 71-3 MTP, Task 71-3-8003/1c]

(8) Identifies enemy mobility and countermobility assets (for HVT consideration). [FM 5-101, p. 3-3]

b) Participates, with the brigade S2, in the development of the brigade situational templates and the MCOO. [AN]

2) The ABE section, in conjunction with the engineer battalion staff, conducts EBA and ensures that it includes: [FM 5-71-3, p. 2-16]

a) Terrain and weather and an assessment of their impact on military/engineer operations. [FM 5-71-100, p. A-4]

(1) Analysis of terrain based on OCOKA. [FM 5-100-15, p. A-3; FM 5-100, App B, p. 105; ARTEP 71-3 MTP, Task 5-145-MTP, Task: 05-1-0002/2]

(2) Assessment of other characteristics of terrain. [FM 5-100, App B, p. 105]

(3) Advantages and disadvantages of the terrain for friendly forces' maneuver and enemy's terrain reinforcement. [FM 5-100-15, p. A-3; FM 5-71-3, p. 2-10]

(4) Conclusions on the terrain's impact on accomplishing the mission. [FM 5-100-15, p. A-3]

(5) Analysis of weather on engineer operations. [FM 5-100, p. 105]

(a) Ambient light data. [FM 5-100, p. 105]

(b) Impact of weather on mobility/countermobility/ survivability/sustainment engineering in the brigade AO. [FM 5-100, p. 105]

(c) Precipitation and temperature impact on trafficability. [FM 5-100, p. 105]

(d) Precipitation and temperature impact on rivers in the brigade's AO. [FM 5-100, p. 105]

1 Depth. [FM 5-100, p. 105]

2 Width. [AN]

3 Flow rate. [FM 5-100, p. 105]

4 Bank conditions. [FM 5-100, p. 105]

5 Tidal influences. [FM 5-100, p. 105]

6 Presence of ice (e.g., thickness of ice, ice flows). [FM 5-100, p. 105]

(e) Precipitation and temperature impact on the brigade's or enemy's ability to dig, breach, or emplace obstacles. [AN]

(f) Fog and limited visibility impact on the positioning of obstacles. [FM 5-100, p. 105]

1 Ability of the brigade or enemy forces to observe their own obstacles. [AN]

2 Ability of the brigade or enemy forces to find the other's obstacles. [AN]

(g) Engineer vehicle capability to operate with the brigade's combat vehicles during periods of limited visibility. [FM 5-100, p. 105]

b) The enemy COA and mobility/survivability BOS capabilities with a template reflecting: [FM 5-71-100, p. A-5]

(1) Enemy mission, doctrinal employment and mobility capabilities and location in enemy formation.

(2) Enemy use of SCATMINEs.

(3) Engineer support of enemy reconnaissance effort.

(4) HVTs, such as bridging or breaching assets.

(5) Tactical and protective obstacle efforts.

(6) Survivability and fortification effort.

(7) Availability and capabilities of enemy countermobility equipment. [FM 5-100, p.105]

(8) Enemy use of special weapons (e.g., chemical and nuclear mines). [AN]

c) Friendly mission and mobility, countermobility, and survivability capabilities to include: [FM 5-71-100, p. A-5]

(1) The ABE section estimates mobility, countermobility, and survivability assets available for the mission based on the brigade task organization and maintenance reports: [FM 5-71-100, p. A-7]

(a) The current engineer dispositions for the supporting engineer battalion, the engineer brigade, and corps engineer units supporting the division. [FM 5-100, p. 106]

(b) The number and types of engineer equipment available in the engineer battalion supporting the brigade. [AN]

(c) The number and types of engineer equipment available in other engineer units that can be requested for support. [AN]

(d) The levels of effectiveness and capabilities of the available engineer units. [FM 5-100, p. 106]

(e) The command or support relationships assigned in the division order between engineer units and maneuver units (e.g., to the division allocation of engineer resources to the brigade at prescribed times or events). [FM 5-100, p. 106]

(f) The organic breaching capability of the brigade's Bn/TFs (e.g., the number of plows and rollers). [FM 5-71-3, p. 3-4]

(g) The availability of other combat andcombat support units that can assist with mobility, countermobility, and survivability operations: [FM 5-100, p. 106]

1 Field artillery units to provide destructive and obscurative fires. [FM 5-100, p. 106]

2 Chemical units to provide reconnaissance and obscurant support. [FM 5-100, p. 106]

3 Army aviation units to provide reconnaissance, mobility, and direct fires. [FM 5-100, p. 106]

4 CAS elements to provide information and fires. [FM 5-100, p. 106]

5 Intelligence units to provide information on enemy situation. [AN]

6 Dismounted soldiers from mechanized infantry and armor units to assist in emplacing obstacles. [AN]

(2) Availability of critical resources such as classesof supply and estimates of times to execute tasks.

(a) The ABE section determines the current dispositions of logistical units and supply points that supply engineer specific supplies (CL IV and CL V). [FM 5-100, p. 106]

(b) The ABE section determines the engineer supply requirements to support emplacing and overcoming obstacles. [FM 5-71-3, p. 3-4]

(c) The ABE section determines the amount of engineer CL IV and CL V supply items available to support the mission. [FM 5-100, p. 106]

(d) The ABE section determines the transportation resources required to move engineer supplies and equipment to their point of usage. [FM 5-100, p. 106]

3) The ABE section develops a crossing site overlay and a crossing site force buildup matrix to provide initial river crossing buildup rate information for possible schemes of maneuver. [FM 90-13, p. A-1]

a) The crossing site force buildup matrix includes: [FM 90-13, p. A-6]

(1) Possible crossing sites in the brigade's sector. [FM 90-13, p. A-6]

(2) Preparation time for: [FM 90-13, p. A-6]

(a) Improving riverbanks. [FM 90-13, p. A-6]

(b) Constructing rafts. [FM 90-13, p. A-6]

(c) Constructing fords. [FM 90-13, p. A-6]

(d) Constructing bridges (includes repair of existing bridges). [FM 90-13, p. A-6]

(3) Number of rafts crossing per hour. [FM 90-13, p. A-6]

(4) Number of raft crossings, cumulative by H-hour sequence. [FM 90-13, p. A-6]

(5) Start and finish times (H-hour sequence) for the crossing of Bn TF-sized units. [FM 90-13, p. A-6]

b) The crossing area overlay includes: [FM 90-13, p. A-7]

(1) Staging areas. [FM 90-13, p. A-7]

(2) Routes in the crossing area. [FM 90-13, p. A-7]

(3) Holding areas. [FM 90-13, p. A-7]

(4) Call forward areas. [FM 90-13, p. A-7]

(5) Crossing sites. [FM 90-13, p. A-7]

(6) Assault sites. [FM 90-13, p. A-7]

(7) Far-shore attack positions. [FM 90-13, p. A-7]

(8) Support-by-fire positions. [FM 90-13, p. A-7]

4) The ABE section, in conjunction with the engineer battalion staff, uses information from the EBA to prepare paragraphs 1 and 2a of the engineer estimate. [ARTEP 71-3 MTP, Task 71-3-8001/3c; FM 5-71-100, p. A-2]

a) Mission.

(1) Intent of the supported commander and the higher two commanders.

(2) Area of operations.

(3) Specified, implied, and essential tasks.

(4) Constraints and restrictions.

(5) Restate mission based on engineer essential tasks.

b) The situation and COA.

(1) Lists considerations affecting the possible COA.

(a) Describes a realistic appraisal of the effort required to support the operation. [ARTEP 71 MTP, Task 71-3-3-8001/3b]

(b) Identifies characteristics of area of operation impacting on the engineer's options and ability to support the operation incorporating the engineer analysis for mobility, countermobility, survivability, sustainment, engineering, and topographic engineering. [ARTEP 71 MTP, Task 71-3-8001/3]

(c) Addresses conclusions on the terrain's impact on operations.

(d) Describes the enemy situation to include strength, dispositions, and capabilities as they affect the friendly mission and engineer activities, significant activities, and likely COAs.

(e) Describes own situation to include the brigade tactical situation (combat, CS, and CSS), and the engineer situation.

1 The command or support relationships assigned in the division order between engineer units and maneuver units (e.g., to the division allocation of engineer resources to the brigade at prescribed times or events). [FM 5-100, p. 106]

2 The current engineer dispositions for the supporting engineer battalion, the engineer brigade, and corps engineer units supporting the division. [FM 5-100, p. 106]

3 The levels of effectiveness and capabilities of the available engineer units. [FM 5-100, p. 106]

4 Capability to reorganize engineers to fight as infantry. [ARTEP 71-3 MTP, Task 71-3-8001/3c6]

5 The number and types of engineer equipment available in the engineer battalion supporting the brigade. [AN]

6 The number and types of engineer equipment available in other engineer units that can be requested for support. [AN]

7 The organic breaching capability of the brigade's Bn TFs (e.g., the number of plows and rollers). [FM 5-71-3, p. 3-4]

8 The availability of other combat and CS units that can assist with mobility, countermobility, and survivability operations. [FM 5-100, p. 106]

9 Status of engineer CL IV and V items and transportation assets to support engineer operations.

10 FA FASCAM requirements are defined. [FM 5-100, p. 104]

c) In conjunction with the engineer battalion staff, develops a spread sheet which reflects engineer capability, in maneuver commander terms, such as meters of obstacles constructed per hour. [AN]

d) Integrates and coordinates obstacle resource data prepared and furnished by the engineer battalion staff. [AN]

k. The AVLO, in conjunction with the A2C2 team, prepares Army aviation estimate which includes: [FM 6-20-40, p. A-33; FM 6-20-50, p. C-29; FM 6-20, p. 3-8; ARTEP 1-100 MTP, Task 1-100-01-4-1322/02b]

1) Employment and mission requirements, which include: [AN]

a) Coordination and adjustment of indirect fires when CAS and artillery are employed. [FM 6-20-40, p. A-33; FM 6-20-50, p. C-29]

b) Command and control for the conduct JAAT operations. [FM 6-20-40, p. A-33; FM 6-20-50, p. C-29; FN-JRTC]

c) Lift support for soldiers, supplies, and equipment. [AN]

2) Aircraft and crew status, including: [AN]

a) Aircraft availability, including day and night capabilities. [FN-JRTC]

b) Number of crews (AH-1, OH-58, UH-60) NVG qualified. [FN-JRTC]

c) Capabilities of aircraft. [FM 1-111, p. 3-2; FN-JRTC]

d) CL III A and V A availability and resupply rates. [AN]

e) Requirements for refuel/rearm locations in the brigade area. [AN]

l. The brigade FSO, in conjunction with the targeting and A2C2 teams, prepares paragraphs 1 and 2a of the fire support estimate, which include: [FM 101-5, p. C-27; ARTEP 6-115-20 MTP, Task 06-3-02-1300]

1) Mission.

2) The situation and considerations.

a) Situation.

(1) Characteristics of the area of operations.

(2) Enemy situation.

(3) Own situation.

b) Considerations.

(1) The brigade FSO determines the locations and dispositions (current, projected) of fire support assets, including ranges to division and brigade targets. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11, A-3; FM 6-20-50, p. 2-11; FN-FA School]

(2) The brigade FSO determines current and projected status of DS and supporting FA systems, including: [FM 6-20, p. 3-8; FN-IN School]

(a) Tubes (by caliber, number). [FM 6-20-1, p. 3-7, A-3; FN-IN School]

(b) Number of firing batteries. [FN-NTC; FN-FA School]

(c) Ammunition on hand. [FM 6-20-1, p. 3-9; FN-IN School]

(d) Fire direction centers (FDCs). [FM 6-20-1, Chap 3; FN-IN School]

(e) Radars. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; FN-IN School; FN-NTC; FN-FA School]

(f) FIST-Vs, COLTs, and other observer/target acquisition systems. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; FN-NTC; FN-FA School]

(g) Digital communications systems. [FN-FA School]

(h) Position and azimuth determining system (PADS). [FN-FA School]

(3) NSF (from NGLO).

3) The brigade FSO coordinates with the brigade XO, the brigade FSCOORD, and the DS FA battalion S3 to determine FA terrain requirements both within and outside the brigade area of operations. [AN]

m. The brigade ALO, in conjunction with the Marine air officer, targeting team, and A2C2 teams, prepares the estimate for employment of CAS (USAF, USN, USMC). Estimate includes: [FM 6-20-40, p. A-8; FM 6-20-50, p. C-5; FM 6-20, p. 3-8; FN-JRTC]

1) Operational status of the brigade ALO elements. [AN]

2) SEAD requirements to support CAS. [FN-JRTC]

3) Apportionment of CAS missions to the brigade, as derived from the ATO. [FN-JRTC]

4) Requirements (e.g., observers, communications, processing of requests) for targeting for CAS. [AN]

5) Availability of PGM. [FN-JRTC]

6) Availability of LANTIRN-equipped aircraft. [FN-JRTC]

7) Availability of AC-130 support and other special aircraft. [FN-JRTC]

8) Time windows for planned CAS. [FN-JRTC]

9) Submission times for changes to planned and immediate CAS are determined. [FN-III Corps]

10) Proximity of planned CAS targets to brigade units and personnel. [FN-JRTC]

11) CAS aircraft reaction times (e.g., minutes, hours) for immediate CAS (e.g., strip alert, push-CAS). [FN-JRTC]

12) Position requirements for TACP and SALT elements to provide terminal control of CAS aircraft are stated; availability and capability of alternate terminal control assets are addressed (e.g., FSOs, FOs). [FN-JRTC]

13) IPs, flight times from IPs to targets, ingress and egress routes, air corridors, and other control measures for CAS. [FN-FA School]

14) Measures to receive battlefield information from CAS aircraft information sources include: [AN]

    a) Overhead imagery. [FN-AR School]

    b) Aircraft performing tactical reconnaissance. [FN-FA School]

    c) EC-130 aircraft. [FN-AR School]

    d) Point of impact reports. [FN-AR School]

15) The ALO provides the estimate to the brigade FSO.

n. The brigade NGLO, in conjunction with the targeting team, prepares the estimate for employment of NSF which includes: [FM 6-20, p. 3-8; FN-JRTC]

1) Operational status of the brigade NGLO elements. [FM 71-3, p. 7-12; NWP 3-09.11M, p. 1-5]

2) Capabilities of NSF and ships; capabilities are: [FM 6-20-40, App A; NWP 3-09.11M, p. 2-1]

a) Variety of ammunition (on-hand, available). [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; FN-JRTC; NWP 3-09.11M, p. 2-1]

b) Ability to provide high and relatively flat trajectory due to muzzle velocity. [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11M, p. 2-1]

c) Ability to provide high rates of fire. [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11M, p. 2-1; FN-194 AR]

d) Small dispersion pattern (e.g., narrow deflection, long range). [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11M, p. 2-1; FN-194 AR]

e) Multiple firing points due to mobility of the ship. [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11M, p. 2-1]

f) Availability of precision fire control equipment. [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11M, p. 2-1]

3) Limitations of NSF and ships are stated; limitations are: [FM 6-20-40, App A; NWP 3-09.11M, p. 2-1]

a) Changing gun-target line. [FM 6-20-40, p. A-28; FM 6-20-50, p. C-26; NWP 3-09.11, p. 2-2; FN-JRTC; FN-194 AR]

b) Special communications requirements (compatibility with systems available to brigade units). [FM 6-20-40, p. A-28; FM 6-20-50, p. C-27; NWP 3-09.11M, p. 2-2]

c) Hydrography of waters. [FM 6-20-40, p. A-29; FM 6-20-50, p. C-27; NWP 3-09.11M, p. 2-1]

d) Fixing of ship position. [FM 6-20-40, p. A-29; FM 6-20-50, p. C-27; NWP 3-09.11, p. 2-1]

e) Weather and visibility effects on target acquisition and adjustments to fires. [FM 6-20-40, p. A-29; FM 6-20-50, p. C-27; NWP 3-09.11M, p. 2-1]

f) Enemy action (e.g., actions to counter enemy threats to ships performed concurrently with providing fire support). [FM 6-20-40, p. A-29; FM 6-20-50, p. C-27]

g) Magazine capacity and time delays imposed to re-load ship magazines. [FM 6-20-40, p. A-29; FM 6-20-50, p. C-27; NWP 3-09.11M, p. 2-2; FN-194 AR]

h) Range accuracy. [NWP 3-09.11M, p. 2-2; FN-JRTC; FN-194 AR]

4) Number, types of ships, and support relationships (e.g., DS, GS) providing NSF support. [FM 6-20-40, p. A-26; FM 6-20-50, p. C-24; NWP 3-09.11M, p. 2-2; FN-JRTC]

5) Requirements for ships to go off-station for re-load and turn-around times for reloading ships are determined. [NWP 3-09.11M, p. 3-13; FN-JRTC]

6) Responsiveness (e.g., timeliness, accuracy) of NSF to brigade fire support requests based on planned locations for ship. [FN-JRTC; FN-194 AR]

7) Firing positions for ships are described; ship positioning options (as directed in the division order) are: [NWP 3-09.11M, p. 2-6; FN-194 AR]

a) Fire support station (e.g., ship remains in exact locations). [NWP 3-09.11M, p. 2-7 FN-AR School; FN-194 AR]

b) Fire support area (e.g., ship moves in designated area). [NWP 3-09.11M, p. 2-7; FN-194 AR]

8) Requirements for employment of radar beacons so as to enhance ships capability to provide accurate NSF. [NWP 3-09.11M, p. 2-14]

9) The brigade NGLO provides his estimate to the brigade FSO.

o. The brigade ADALO, in conjunction with the A2C2 and targeting teams, prepares paragraphs 1 and 2a of the air defense estimate, which include: [FM 101-5, p. C-27; ARTEP 71-3 MTP, Task 71-3-6001/2]

1) Mission.

2) The situation and considerations.

a) Situation.

(1) Characteristics of the AOs.

(2) Enemy situation.

(3) Own situation.

b) Considerations.

(1) Available air defense artillery.

(2) Air defense unit status.

(3) Operational launchers and guns.

(4) Unit manning (operational capability).

(5) Location and activities of air defense units/weapons systems.

(6) The support relationship between the subordinate units and supporting ADA units.

(7) ADA allocations to subordinate units.

(8) Current status of AD munitions.

(9) ADO assessment of air defense capabilities.

(10) ADA control measures (WCS and hostile criteria).

(11) Early warning systems status.

(12) Current A2C2 information impacting air defense operations.

(13) Air force support relevant to air defense operations.

(14) Enemy air-related capabilities (e.g., UAV control sites) which can be attacked by brigade combat team's assets for consideration by brigade targeting team. [AN]

p. The MP platoon leader prepares the MP estimate IAW FM 101- 5 to include: [ARTEP 71-3 MTP, Task 71-3-1201/1a]

1) Straggler control.

2) Traffic control.

3) Input to other brigade staff as required.

4) Battlefield circulation control.

5) Area security.

q. The Bde SO prepares the command, control, and communications estimate, which includes: [ARTEP 71-3 MTP, Task 71-3-1101/2]

1) Current communications status.

a) Secure and non-secure radio communications.

b) Retransmission capability.

c) Land line.

d) SATCOM.

e) Communications with higher and adjacent units.

2) Communications links from brigade CPs to division CPs and subordinate unit CPs.

3) Communications equipment status (secure and non-secure).

4) SO information.

5) Availability of communications personnel.

6) Communication requirements for CPs (current and projected locations).

7) Enemy electronic and communications capabilities.

8) Constraints; e.g., equipment capabilities (ranges, frequency ranges, dead spaces, atmospheric conditions).

9) Current command/control requirements.

a) Location and activities.

(1) Brigade tactical operations center (TOC)/TAC.

(2) Brigade TOC.

(3) Brigade rear CP.

(4) Adjacent unit CPs.

b) Retrains status.

(1) Positioning.

(2) Equipment serviceability and capability.

10) The Bde SO provides assessment of the communications and signal capability to support the brigade operation to the S3.

r. The brigade S1 section prepares paragraphs 1 and 2 of the personnel estimate: [ARTEP 71-3 MTP, Task 71-3-1001/1d; FM 101-5, pp. C-47 - C-53]

1) Mission (repeat the brigade restated mission).

2) The situation and considerations.

a) Intelligence situation.

(1) Characteristics of the area of operations.

(2) Enemy strengths and dispositions.

(3) Enemy capabilities.

b) Reviews the tactical situation using information obtained from the commander's planning guidance and the brigade S3.

c) CSS situation.

(1) Determines the impact of METT-T on personnel service support requirements.

(2) Analyzes the personnel service support situation and determines its impact on soldiers, units, and mission accomplishment.

d) The civil-military situations influence on personnel service support operations.

e) Troop preparedness situation portion of the personnel estimate to include: [ARTEP 71-3 MTP, Task 71-3-1001/1]

(1) Unit strength.

(a) Personnel strength (PERSTAT).

1 By unit.

2 By MOS.

(b) Key personnel status.

(c) Determines critical MOS replacement requirements and priorities for the brigade. [ARTEP 71-3 MTP, Task 71-3-1002/3c]

(2) Other personnel, other than brigade combat team soldiers, whose presence affects the mission.

(3) Soldier support:

(a) Mail.

(b) Finance.

(c) PAC.

(d) PX.

(e) Chaplain.

(f) Recreation services.

(g) Mortuary affairs.

(h) Legal.

(i) Awards, decorations, and promotions.

(j) Status of health service support as provided by the brigade surgeon.

(4) Information directed by the brigade commander which would support the commander's assessment of organizational and personnel capability to accomplish the brigade mission to include factors:

(a) Affecting the stability and human potential of individual soldiers, teams, and crews to accomplish the mission.

(b) That define the organizational climate to include:

1 Communications effectiveness within the chain of command.

2 Performance and discipline standards.

3 Organizational stress.

4 Quality of supervision.

5 Inter-personal relations and teamwork.

(c) That define soldier, leader, and unit commitment to include:

1 Morale.

2 Motivation.

3 Confidence.

4 Mutual trust and trust in leaders.

5 Resolve.

6 Technical and tactical competency.

(d) That define cohesion to include:

1 Esprit.

2 Teamwork.

f) The brigade S1 coordinates with other staff officers to exchange information relevant to the preparation of the staff estimates. [ARTEP 71-3 MTP, Task 71-3-1001/2]

g) The brigade S1 briefs the personnel estimate to the commander and staff. [ARTEP 71-3 MTP, Task 71-3-1001/2]

h) The brigade S1 updates the personnel estimate based on commander's restated mission and as specific planning guidance becomes available. [ARTEP 71-3 MTP, Task 71-3-MTP 71-3-1001/2]

i) The brigade S1 reviews estimates prepared by the brigade chaplain and surgeon.

s. The brigade chaplain prepares the religious support estimate to include: [ARTEP 71-3 MTP, Task 71-3-1401/2]

1) Moral, ethical, and humanitarian aspects of brigade policies and leaders' decisions.

2) Specific support requirements for the brigade's soldiers.

3) Assessment of the training the brigade's soldiers have received in moral and ethical decision making.

t. The brigade S4 section prepares paragraph 1 and 2a of the logistics estimate. [ARTEP 71-3 MTP, Task 71-3-1001/1, Task 71-3-4001/3]

1) The brigade S4, in conjunction with the FSB commander and staff, prepares a logistical staff estimate which includes: [ARTEP 71-3 MTP, Task 71-3-4001/3; FM 101-5, pp. C-40 - C-46]

a) Mission.

b) The situation and considerations. [ARTEP 71-3 MTP, Task 71-3-4001/3a]

(1) Intelligence situation:

(a) Incorporates the enemy situation based on input from the brigade S2. [ARTEP 71-3 MTP, Task 71-3-4001/3a2]

(b) Includes effects of counterintelligence on logistics activities. [ARTEP 71-3 MTP, Task 71-3-4002/3e]

(c) Includes the impact of weather conditions, both present and forecasted, on CSS activities. [ARTEP 71-3 MTP, Task 71-3-4002/3f]

(2) Tactical situation. Reviews friendly situation based on the brigade commander's guidance and input from the brigade S3. [ARTEP 71-3 MTP, Task 71-3-4001/3a1]

(a) Obtains identification of actual or potential battlefield nuclear, biological, and chemical (NBC) contamination from the brigade CMLO and the brigade S2 to determine: [LL-CALL Newsletter No. 92-5, p. 9]

1 Impact on logistics support. [LL-CALL Newsletter No. 92-5, p. 9]

2 Routes to avoid contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9]

3 Control of access into and egress out of contaminated areas. [LL-CALL Newsletter No. 92-5, p. 9]

(b) Obtains information on the traffic circulation and highway regulation plans and requirements from the brigade MP platoon leader. [AN]

(3) Personnel situation.

(a) Incorporates the CSS personnel situation based on input from the brigade S1. [ARTEP 71-3 MTP, Task 71-3-4001/3a3]

(b) Identifies changes, in coordination with the brigade S1, on the personnel situation that could impact on logistical support to the brigade. [ARTEP 71-3 MTP, Task 71-3-4002/2a]

(c) Identifies required logistical support to the brigade personnel replacement systems. [ARTEP 71-3 MTP, Task 71-3 71-3-4002/2c]

(4) Civil-military situation.

(a) Incorporates the civil-military situation based on input from the brigade S5. [ARTEP 71-3 MTP, Task 71-3-4001/3a4]

(b) Estimates, with the S5, amounts of civilian materiel which can be acquired to support brigade logistics requirements. [ARTEP 71-3 MTP, Task 71-3-4002/4c]

(c) Estimates, based on coordination with the brigade S5, the number of displaced civilians and internees requiring logistical support. [ARTEP 71-3 MTP, Task 71-3-4002/4b]

(d) Determines, with the brigade S5, routes which must be reserved exclusively for military logistical reasons. [ARTEP 71-3 MTP, Task 71-3-4002/4d]

(5) CSS situation. [ARTEP 71-3 MTP, Task 71-3-4001/3a5]

(a) Determines maintenance and equipment availability status based on:

1 Information from subordinate and supporting battalions and units.

2 C026 report (old DA Form 2406 report).

3 CL IX status.

4 Determines maintenance asset locations and activities (BSA, field trains).

5 Reviews key maintenance personnel status.

6 Determines available DS and GS support.

7 Assesses maintenance capabilities to support operations

8 Determines maintenance status (current, projected) of fire support units. [FM 71-123, p. 8-7; FN-3/24 ID]

9 Cannibalization authority. [CGSC Text 101-6, p. 1-7]

10 CL VII end item status. [FM 101-5, p. C-42]

11 Maintenance priorities and repair time actors. [CGSC Text 101-6, p. 1-7]

12 Maintenance production output rates. [LL-CALL Newsletter No. 92-5, p. 1-2.]

(b) Determines the amount of supplies necessary, by type to support brigade operations (per day).

1 Identifies requirements for each class of supply to include: CL I, II, III, IV, V, and VII (LOGSTAT).

2 Identifies current and potential logistics asset locations and activities (BSA, logistic nodes).

3 Reviews key logistics personnel status.

4 Determines available DS and GS support.

5 Coordinates with augmenting units to identify requirements for nonstandard supplies or repair parts. [ARTEP 71-3 MTP, Task 71-3-4003/1g]

6 Assesses brigade capabilities in terms of supply strengths and weaknesses.

7 Determines CL V requirements for brigade units. [FM 71-123, p. 8-3; FN-3/24 ID]

8 Overall status of controlled items. [FM 101-5, p. C-43]

9 Reception and clearance capacities. [LL-CALL Newsletter No. 92-5, p. 1-2]

10 Volumes of storage facilities. [LL-CALL Newsletter No. 92-5, p. 1-2]

11 Information on current materiel stocks in the FSB. [LL-CALL Newsletter No. 92-5, p. 1-2]

12 Inbound CL III, IV, and V stocks. [FN-BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]

13 Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [LL-CALL Newsletter No. 92-5, Nov 92, p. 1-2.]

14 Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]

15 Sources of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]

(c) Services: [FM 101-5, p. C-43]

1 Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Text 101-6, p. 1-8; FM 63-3, p. A-6]

2 Problems. [FM 101-5, p. C-43]

(d) Transportation.

1 All transportation assets within the FSB. [AN]

a Types of carriers. [AN]

b Locations of carriers. [AN]

2 Capabilities of transportation assets, by bulk and weight. [ARTEP 63-216-MTP, Task 63-1-1007/4m]

3 Problems or restrictions to capabilities. [ARTEP 63-216-MTP, Task 63-1-1007/4m]

a Low OR rate. [AN]

b Shortage of drivers. [AN]

c Conflicting requirements or prior commitments. [AN]

4 Transport distances. [ARTEP 63-216-MTP, Task 63-1-1007/4m]

5 Highway and trafficability conditions. [ARTEP 63-216-MTP, Task 63-1-1007/4m]

a Restrictive terrain (i.e., hills, curves, narrow passes). [AN]

b Road surface conditions (i.e., asphalt, dirt, mud, snow, ice). [AN]

c Restrictive structures (i.e., bridge width and capabilities). [AN]

d Security implications of potential routes. [AN]

6 Availability and status of transportation assets from other DISCOM units. [AN]

7 Modifications to procedures for requesting of surface and airlift transportation. [ARTEP 63-216-MTP, Task 63-1-1013/4f]

8 Modifications to policies and procedures for requesting airdrop. [ARTEP 63-216-MTP, Task 63-1-1034/2a]

9 Reviews input from the brigade S5 to determine availability of civilian transportation assets or support; identifies: [ARTEP 71-3-MTP, Task 71-3-4001/3a4]

a Operating characteristics. [AN]

b Operator training. [AN]

c Maintenance requirements. [AN]

d Load capacity. [AN]

e Availability of civilian operators. [AN]

(e) Civilian labor: [FM 101-5, p. C-43]

1 Current and projected situation and status. [FM 101-5, p. C-43]

2 Restrictions on use of civilians. [FM 101-5, p. C-43]

(f) Host nation support (e.g., facilities and construction capability) in coordination with the ABE and brigade S5: [FM 101-5, p. C-43]

1 Hardstand suitable for maintenance operations. [AN]

2 Sheltered or roofed facilities suitable for maintenance or supply storage. [AN]

(g) HSS: [FM 101-5, p. C-44]

1 Current and projected status of treatment and evacuation resources. [FM 101-5, p. C-44]

2 Projected locations for patient collection points and AXPs. [FM 101-5, p. C-44]

3 Current and projected status of health service logistics. [FM 101-5, p. C-44]

(h) EPW and refugee operations: [FM 101-5, p. C-44]

1 Facilities status. [AN]

2 Potential sustainment requirements. [FM 101-5, p. C-44]

3 General logistics support requirements for EPW operations and civilian refugee collection operations obtained from brigade MP platoon leader and brigade S5. [AN]

a Estimates of personnel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d]

b Estimates of materiel required to support forward collecting points for EPWs, refugees, and civilian internees. [ARTEP 71-3-MTP, Task 71-3-1202/2d]

(i) Other specific logistics requirements. [ARTEP 71-3 MTP, Task 71-3-4001/1a]

(6) Identifies planning assumptions impacting on brigade logistics.

2) The brigade S4 develops an initial assessment of CSS capability to support the brigade. [ARTEP 71-3 MTP, Task 71-3 71-3-4001/1]

a) The brigade S4 determines the brigade's transportation status and capabilities. [FM 101-5, p. C-42]

(1) Analyzes input from the FSB support operations section. [AN]

(2) Analyzes LOGSTATs and reports for operational status of transportation assets. [FN-CGSC, CSS SMEs]

(3) Obtains and analyzes input from the brigade S3 on changes in the brigade's task organization. [AN]

(4) Determines transportation capabilities of all subordinate units, to include OPCON and DS units. [AN]

(5) Obtains and analyzes input from the brigade S3 Air and aviation LNO on availability of rotary wing assets for transportation of supplies, equipment, or personnel. [AN]

(6) Obtains and analyzes input from the brigade ALO on availability of fixed wing (USAF) assets for transportation of supplies, equipment, or personnel. [AN]

(7) Reviews applicable intelligence preparation of the battlefield input from the brigade S2 to determine: [ARTEP 71-3-MTP, Task 71-3-4001/3a4]

(a) Locations of routes and LOCs suitable for MSRs. [AN]

(b) Impact of weather, both current and forecasted, in the brigade AO on trafficability of roads and terrain. [ARTEP 71-3-MTP, Task 71-3-2001/2c2]

1 If routes available for resupply will be passable, from a road or surface condition stand point, for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9]

2 Whether new routes need to be constructed. [LL-CALL Newsletter No. 92-5, p. 9]

3 Whether sections of the routes need improvement. [AN]

(c) Trafficability based on road conditions, restrictions, and weather. [AN]

(d) Enemy capabilities to disrupt transportation. [AN]

(8) Reviews input from the brigade S3 Air, ALO, and aviation LNO to determine impact of weather on use of aircraft for transportation of personnel, equipment, or supplies. [AN]

(9) Performs time, distance, and fuel calculations to determine: [AN]

(a) Distances that can be traveled based on fuel availability and consumption rates. [AN]

(b) Volume and weight of cargo that can be transported based on transportation asset capabilities. [AN]

(10) Coordinates with the brigade S1 to identify personnel status that could impact on logistical transportation support to the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/2a]

b) Prepares logistics information in terms which have meaning to the tactical planner, such as: [LL-CALL Newsletter No. 92-5, p. 8]

(1) The number of rounds per weapon/weapon system. [LL-CALL Newsletter No. 92-5, p. 8]

(2) Hours of fuel per vehicle. [LL-CALL Newsletter No. 92-5, p. 8]

(3) Days of rations per individual. [LL-CALL Newsletter No. 92-5, p. 8]

c) Submits the logistics estimate to the brigade S3, brigade XO, and the FSB commander. [ARTEP 71-3 MTP, Task 71-3 71-3-4001/3c]

u. The brigade surgeon prepares the medical estimate. [ARTEP 71-3 MTP, Task 71-3-1301/2]

1) The brigade surgeon states mission. [ARTEP 71-3 MTP, Task 71-3 71-3-1301/2a]

a) States overall HSS mission.

b) Analyzes mission of the brigade from a HSS viewpoint.

2) The brigade surgeon states situation and considerations consisting of facts, assumptions, and deductions that affect the successful support of an operation. [ARTEP 71-3 MTP, Task 71-3-1301/2b]

3) The brigade surgeon collects data on the following: [ARTEP 71-3 MTP, Task 71-3-1301/2c]

a) Enemy situation.

b) Friendly situation.

c) Characteristic of area (such as terrain, weather, civilian population, local resources, flora, and fauna).

d) Troop population to be supported.

e) Health of command.

(1) Acclimation of troops.

(2) Presence of disease.

(3) Status of immunizations.

(4) Adequacy of clothing and equipment.

(5) State of morale, training, and physical fitness.

(6) Managing returned to duty personnel.

f) Oral hygiene health of command.

g) Special factors, (e.g., NBC conditions or levels of combat stress).

4) The brigade surgeon analyzes HSS. [ARTEP 71-3 MTP, Task 71-3-1301/2d]

a) Compares the estimated requirement of the command and the support means available.

b) Performs patient estimate to include mass casualty estimates.

c) Calculates support requirements.

d) Considers resources and support available.

(1) Computes casualty evacuation capability. [AN]

(2) Computes hospital bed capacity from forward clearing stations through to division rear hospitals. [AN]

v. The brigade S5, or designated staff officer, prepares the CMO estimate. [ARTEP 71-3 MTP, Task 71-3-5001]

1) States area (HN) resources available for the mission. [ARTEP 71-3 MTP, Task 71-3-5001/2c]

a) Quantifies total resources. [ARTEP 71-3 MTP, Task 71-3-5001/2c1]

b) Identifies civilian needs. [ARTEP 71-3 MTP, Task 71-3-5001/2c2]

c) Determines area's support capability. [ARTEP 71-3 MTP, Task 71-3-5001/2c3]

d) Organizes data in accordance with the ten classes of supply. [ARTEP 71-3 MTP, Task 71-5001/2c4]

e) Identifies ROE. [AN]

2) Completes resource estimate. [ARTEP 71-3 MTP, Task 71-3-5001/2f]

3) Secures list of US government agencies supporting local civilian community. [ARTEP 71-3 MTP, Task 71-3-5002/2a]

4) Lists points of contact for US government agencies. [ARTEP 71-3 MTP, Task 71-3-5002/2b]

5) States CMO capability of non-brigade and brigade units. [ARTEP 71-3 MTP, Task 71-3-5002/3b]

6) Lists local key officials and civil authorities. [ARTEP 71-3 MTP, Task 71-3-5002/4a]

7) States degree of support to be expected of local key officials and civil authorities. [ARTEP 71-3 MTP, Task 71-3-5002/4c]

8) Secures from the brigade S2 any information on local key officials and civil authorities as well as attitude of civilian populace towards U.S. forces and includes this information in the estimate. [ARTEP 71-3 MTP, Task 71-3-5002/4d]

9) States the important characteristics about the civilians (in residence and dislocated) within the brigade AO and includes: [ARTEP 71-3 MTP, Task 71-3-5004/1]

a) Estimates of the number of dislocated civilians on the roads.

b) Estimates of the number of personnel in each population center and collection camp, assembly area, and dislocated civilian camp within the brigade AO. Identifies points of contact for each location.

c) A projection of the health status of dislocated civilians.

d) Estimates of transportation required and in use to meet requirements.

e) Estimates of road congestion to include direction of travel.

f) Lists of U.S. Government, non-U.S. Government, and civilian agencies assisting civilians.

g) Estimates of the rate of change of numbers of civilians in the brigade AO within specified time periods.

h) Estimates of impacts of CMO considerations on brigade operations.

10) S5 submits CMO estimate to brigade S3 and S4 for review.

w. The brigade XO directs the staff to continuously maintain and update forward oriented (in time and space) workstation charts and information. [FM 101-5, p. C-2]

x. The brigade staff officers present their estimates orally when required. [FM 101-5, p. 4-4]

y. The brigade staff officers provide updated information and products to subordinate and supporting battalions to facilitate parallel planning. [FM 101-5, p. 4-15]

z. The brigade commander requests information as he needs it to update his own commander's estimate. [FM 101-5, p. C-2]

aa. The brigade commander, when employing the military decision-making process in a time-constrained environment, provides focus to the information to be gathered during the preparation of the estimates. [FM 101-5, pp. 4-43 and 4-44]

7. **The brigade commander and staff develop course(s) of action.** [ARTEP 71-3 MTP, Task 71-3 Task 71-3-30012f; FM 101-5 p. 4-26; FM 71-123]

a. The brigade commander provides guidance to the staff which facilitates COA development; guidance ranges from: [FM 101-5, pp. 4-17 - 4-18 and 4-26, and 4-30]

1) The development of two or more COAs for every enemy COA.

2) Limiting COA development to only selected enemy COA.

3) Developing only one enemy COA.

4) Developing only brigade commander-directed COA(s).

5) Identifying terrain location where the enemy is to be engaged. [AN]

6) Identifying the brigade's main effort as a unit or location. [AN]

b. The brigade commander develops one or more COAs, alone or in conjunction with the brigade staff. [FM 101-5, p. E-2]

c. The brigade XO ensures that COAs developed by the staff are based on the commander's guidance. [FM 101-5, pp. 4-26 and App E, p. E-3]

d. The brigade S2 develops an enemy situation template for each enemy COA to be war gamed. [ARTEP 71-3 MTP, Task 71-3-2001/3/a]

1) Reviews the threat models (situational templates, situation matrix, high value target listing) in collaboration with the brigade S3 during development and refinement of the friendly COAs. [AN]

2) Refines, in conjunction with the brigade S3, the reconnaissance and surveillance plan, the tasking plan, and the collection matrix to support the proposed COAs. [AN]

3) Continues analysis of force ratios with the brigade S3. [AN]

4) Provides intelligence input to the brigade S3 on the suitability, feasibility, acceptability, distinguishability, and completeness of the COAs. [AN]

5) Provides tailored threat model assessments affecting the close, deep, and rear battle to other staff officers developing supporting COAs for their BOS. [AN]

6) Provides enemy prisoner of war estimates and discusses requirements for identifying, categorizing, and interrogating EPWs with the brigade S4. [AN]

7) Coordinates with the brigade FSO to deconflict supporting fires with reconnaissance and surveillance (R&S) effort. [AN]

8) Continuously updates staff and subordinate elements on enemy situation, weather, or intelligence directly affecting the brigade operation. [AN]

9) Confirms, alters, or refines identification of the named areas of interest and coverage of those areas, based on the specification of distinct friendly COAs. [AN]

10) Adapts the R&S plan from the division OPORD to brigade level operations. [AN]

e. The brigade S3, with guidance from the brigade XO, leads the staff through COA development and: [FM 101-5, p. 4-26 and p. E-3]

1) Develops brigade's scheme of maneuver for each brigade COA. [ARTEP 71-3 MTP, Task 71-3-3001/2f; FM 101-5, p. 4-27; FN-194 AR]

2) Provides COAs sketches with scheme of maneuver representing brigade COA to other coordinating and special staff sections. [ARTEP 71-3 MTP, Task 71-3-3001/2g]

3) Considers terrain management during development of brigade COA and assists in positioning of fire support assets. [FM 6-20-40, p. 2-19; FM 6-20-50, p. 2-18; FN-FA School; FN-194 AR]

4) Considers directed deception tasks during the development of brigade COA. [ARTEP 71-3 MTP, Task 71-3-3001/2j]

5) Integrates available aviation forces into the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3011/1]

6) Analyzes brigade commander’s guidance. [AN]

7) Asks brigade commander for clarification of commander’s guidance, if necessary. [AN]

8) Prioritizes specific points of brigade commander’s guidance. [AN]

9) Analyzes the relative force ratios developed during mission analysis and array initial forces. [AN]

10) Determines command and control means and minimum required maneuver control measures. [AN]

11) Provides input in the determination of COA suitability, feasibility, acceptability, distinguishability, and completeness. [AN]

12) Determines subordinate unit tasking to observe NAIs and TAIs in the brigade reconnaissance and surveillance. [AN]

13) Considers information about the terrain and enemy that is available from on-going reconnaissance and security operations. [AN]

f. The brigade XO, in conjunction with the entire staff, develops brigade COAs that are: [FM 101-5, pp. 4-26 - 4-27 and App E, p. E-2]

1) Suitable:

a) Able to accomplish the mission.

b) Focused on the restated mission.

c) Comply with the higher commander's intent.

d) Consistent with doctrine. [LL - CALL Newsletter No. 93-3, p. 16]

e) Achieve necessary force ratios. [AN]

2) Feasible:

a) Brigade and subordinate elements have resources required to accomplish their missions.

b) If conditions change, the brigade units will have required capabilities within the range of accepted risk.

3) Acceptable:

a) Mission success is not at significant risk of failure.

b) Hazards to soldiers, equipment, and supplies are within acceptable limits.

4) Distinguishable, as identified at a minimum by:

a) The use of reserves.

b) The task organization.

c) The main effort.

d) The scheme of maneuver.

5) Complete. Addresses:

a) Who: forces which will execute the action.

b) What: type of action contemplated to include brigade mission essential tasks.

c) When: time the action begins.

d) Where: location of sector or zone.

e) How: method of conducting the operation using major available assets to include the task and purpose for the main and supporting efforts.

f) Why: the purpose of the action and the brigade commander's intent.

g. The brigade XO, in conjunction with the entire staff, develops brigade COAs that integrate: [CGSC Student Text 101-5, p. 3-1]

1) The brigade's mission.

2) The higher commander's intents and guidance.

3) The brigade commander's guidance.

4) The task organization.

5) The division and brigade CCIR.

6) The battlefield organization.

7) The brigade essential tasks.

8) Effective use of command and control.

9) Enemy use of NBC weapons.

10) CSS considerations.

h. The brigade XO leads the entire staff in developing brigade COAs by using the following six steps: [FM 101-5, App E, pp. E-4 - E- 18]

1) Analyze relative combat power.

2) Generate conceptual possibilities.

3) Array initial forces.

4) Develop the scheme of maneuver.

5) Determine command and control means:

a) Command and control options.

b) Maneuver control measures.

6) Prepare COA statements and sketches.

i. Each brigade staff officer integrates his COA and BOS considerations into the brigade COAs. [FM 101-5, p. 4-26; LL -CTC Bulletin No. 95-4]

1) The brigade S2 identifies threat COA. [ARTEP 71-3 MTP, Task 71-3-2001/3a]

2) The brigade CMLO identifies NBC COA which can support the scheme of maneuver identified by each brigade COA. [AN]

3) The brigade ABE identifies schemes of engineer operations which can support the scheme of maneuver identified by each brigade COA and address: [ARTEP 71-3 MTP, Task 71-3-8001/3d]

a) Mobility.

(1) Engineers and mobility equipment for breaching obstacle systems. [AN]

(2) Breaching lanes (numbers and locations). [AN]

(3) Engineers and mobility equipment for maintaining routes and lateral communications in the brigade sector. [AN]

(4) Engineer assets for support of division deception operations. [ARTEP 71-3-MTP, Task: 71-3-8004/1]

(5) Engineers and mobility equipment for river crossings. [AN]

(6) A river crossing timeline for each COA, constructed by the ABE. [FM 90-13, p. A-1]

b) Countermobility/Survivability. [AN]

(1) Initial task organization for engineers, countermobility, and digging equipment.

(2) Array obstacle belts with effects.

(a) Turn.

(b) Fix.

(c) Disrupt.

(d) Block.

(3) Prioritize use of digging assets.

4) The brigade targeting team integrates and allocates assets for each brigade COA including: [ARTEP 71-3 MTP, Task 71-3-9001/2a; FM 6-20, p. 3-5]

a) The brigade targeting team applies the fire support planning principles when developing fire support for each brigade COA; principles are: [ARTEP 71-3 MTP, Task 71-3-9001/2a5; FM 6-20, p. 3-5]

(1) Plan early and continuously. [FM 6-20, p. 3-5]

(2) Exploit all available targeting assets. [FM 6-20, p. 3-5]

(3) Consider the use of all lethal/nonlethal attack means. [FM 6-20, p. 3-5]

(4) Use lowest echelon capable of furnishing effective support. [FM 6-20, p. 3-5]

(5) Use most effective means. [FM 6-20, p. 3-5]

(6) Furnish type of support requested. [FM 6-20, p. 3-5]

(7) Avoid unnecessary duplication. [FM 6-20, p. 3-5]

(8) Consider airspace coordination. [FM 6-20, p. 3-5]

(9) Provide adequate support. [FM 6-20, p. 3-5]

(10) Provide rapid and effective coordination. [FM 6-20, p. 3-5]

(11) Integrate FSCM. [FM 6-20, p. 3-5]

(12) Provide for flexibility. [FM 6-20, p. 3-5]

b) Nonlethal fires and EW assets. [FM 34-80, p. 2-65, 4-35]

c) HPTs and an updated HPTL. [FM 60-20-10, p. 2-1]

d) FA assets. [ARTEP 71-3 MTP, Task 71-3-9001/2a; FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5]

e) CAS and ALO/ANGLICO assets. [ARTEP 71-3 MTP, Task 71-3-3004/1a; FM 6-20-40, p. A-8; FM 6-20-50, p. C-6; FN-194 AR]

f) NSF and ANGLICO assets. [FN-194 AR]

5) The brigade targeting team updates the HPTL to reflect HPTs developed for each brigade COA. [FM 6-20-10, p. 2-1]

6) The ADO identifies air defense COA which can support the scheme of maneuver identified by each brigade COA. [AN]

a) Receives information from the brigade S3 about each maneuver COA. [AN]

b) Coordinates with the brigade S2 to review ground and air threats. [AN]

c) Determines initial allocation of air defense assets for each brigade COA. [AN]

d) Coordinates with the brigade S4 to develop the concept of combat service support for air defense units: fuel, maintenance, and missile resupply. [AN]

e) Coordinates with the brigade S2 to refine enemy threat capabilities to include: attack helicopter issues (type, missiles, terrain-driven tactics), special fixed-wing considerations (type of aircraft, ordinance, and tactics). [AN]

f) Develops a sketch for each COA with which includes: maneuver control measures, air avenues of approach. [AN]

7) The MP platoon leader identifies MP COA which can support the scheme of maneuver identified by each brigade COA. [AN]

8) The brigade signal officer identifies COA to support each brigade COA. [ARTEP 71-3 MTP, Task 71-3-1101/2c]

9) The brigade S1, in conjunction wth the FSB support operations officer, identifies personnel COAs which can support the scheme of maneuver identified by each brigade COA. [ARTEP 71-3 MTP, Task 71-3-1001/2a]

a) Identifies potential locations for personnel service support requirements for each maneuver COA to include: [AN]

(1) Ambulance exchange points (number and location).

(2) Field and combat trains.

(3) Remains collection points.

(4) Enemy prisoner of war collection points.

b) Estimates casualties for each maneuver COA. [AN]

c) Provides personnel support input to the brigade staff on the feasibility (e.g., resources) and acceptability (e.g., personnel losses) determination. [AN]

10) The brigade S4, in conjunction with the FSB support operations officer, identifies logistics COAs which can support the scheme of maneuver identified by each brigade COA. [ARTEP 71-3 MTP, Task 71-3-4001/3b]

a) Attends a briefing on the maneuver COAs. [AN]

b) Coordinates with the brigade S1 and the FSB commander to develop portions of the support plan that are common across COAs. [AN]

c) Coordinates with the FSB commander to determine priorities for equipment repair. [AN]

d) Coordinates with the brigade S1 and the FSB commander to identify CSS requirements and produces a CSS overlay for each brigade COA. [AN]

e) Coordinates with the FSB commander to plan precise locations of supplies and service. [AN]

f) The brigade S4 and FSB support operations officer identify a transportation concept of support for each brigade COA proposed by the brigade S3. [ARTEP 71-3-MTP, Task 71-3-4001/3b]

(1) Apply the brigade commander's logistics guidance and information from the logistics estimate to allocate transportation assets to meet air and ground transportation requirements. [FN-NTC CSS OCs]

(2) Determine capability to satisfy requirements for transportation support for each brigade COA. [FN-CGSC, CSS SMEs]

(a) Analyze information on assets available to support operation received from the FSB support operations. [FN-NTC CSS OCs]

(b) Collect and analyze LOGSTATs from subordinate units to identify capabilities. [AN]

(c) Determine possible need to use civilian or captured enemy transportation assets. [AN]

(3) Identify probable MSR and ASRs for each brigade COA. [AN]

g) Identifies locations for personnel support requirements for each maneuver COA to include: [AN]

(1) AXPs.

(2) Logistics release points.

(3) Forward logistics elements (FLEs).

(4) Field and combat trains.

(5) Remains collection points.

(6) EPW collection points.

h) Calculates the distances and transportation times, by phase, from the maneuver units to the combat and field trains. [AN]

i) Coordinates with the brigade S1 and FSB commander to develop a concept of support for each brigade COA. [AN]

j) Coordinates with the brigade S1 and FSB commander to determine which maneuver COAs is easiest to support, minimizes risk to CSS units, and best supports maneuver tactics. [AN]

k) Coordinates with the FSB commander, the brigade S1, and the brigade S3 to assess the compatibility of the CSS COAs and the schemes of maneuver. [AN]

l) Consults with the brigade XO to determine if proposed concepts of support are feasible. [AN]

11) The brigade surgeon identifies COAs tosupport each brigade COA. [ARTEP 71-3 MTP, Task 71-3-1301/2e]

a) Considers all support requirements and resources available.

b) Determines major COAs which will support the commander's operational plan and accomplish the HSS mission.

c) Expresses COA in terms of what, when, where, how, and why

12) The brigade S5 identifies CMO COAs which can support the scheme of maneuver identified by each brigade COA. [AN]

k. The brigade XO ensures that all COAs retained for war-gaming are identified in sketch format and are prepared for use during war-gaming. [FM 101-5, p. E-17]

l. The brigade commander takes action to develop COAs when time is constrained: [FM 101-5, pp. 4-43 - 4-44]

1) Limits the number of COAs to be considered.

2) Provides the staff with a specific COA(s).

3) Gives the staff more specific guidance on how to develop COA(s).

4) Remains with the staff and helps develop the COA(s).

5) Develops the COA(s) personally.

8. **The brigade commander and staff analyze course(s) of action.** [ARTEP 71-3 MTP, Task 71-3-3001; FM 101-5, p. 4-28]

a. The brigade commander analyzes COA(s) alone or in conjunction with the staff. [FM 101-5, p. F-2]

b. The brigade XO and entire brigade staff conduct the war game following these steps: [FM 101-5, p. 4-29; AN]

1) Gather the tools:

a) Post commander's COA with AO on a map.

b) Post enemy template.

c) Post current friendly unit dispositions.

2) List all friendly forces.

a) Organic, assigned, attached, OPCON combat, CS, CSS.

b) Support relationships.

c) Constraints and restrictions from higher headquarters.

d) Priority of support.

e) Combat multipliers.

3) List the assumptions.

a) Assumptions from higher headquarters' operations plan (OPLAN).

b) Enemy options and activities.

c) Friendly strengths and activities.

4) List known critical events and anticipated decision points from current position to final objective.

5) List significant selection factors, e.g.:

a) Concentrating forces at vital points.

b) Providing balance between mass and dispersion.

c) Flexibility to succeed despite enemy alteration of the terrain.

6) Select the war-gaming method.

a) The belt technique.

b) The avenue in depth technique.

c) The box technique.

d) Another technique that the commander and staff have trained.

7) Select a technique to record and display war game results.

a) The narrative technique.

b) The sketch note technique.

c) A synchronization matrix.

8) War game the battle and assess the results.

c. The brigade XO or brigade S3 presides over the war-gaming of each selected COA and ensures that: [FM 101-5, p. 4-28 - 4-33]

1) Each COA is war gamed against selected enemy COA.

2) Entire staff is present.

3) Staff members have current estimates for their areas of responsibility.

4) Staff members have planning factor tools to enable them to compute resources consumed during the war game.

5) War game addresses combat ratios of friendly and enemy forces throughout the battle.

6) Advantages and disadvantages are listed as they become obvious.

7) The entire brigade staff actively participates in war-gaming.

8) Staff remains unbiased towards a specific COA.

9) Premature conclusions are not drawn.

10) Comparisons of one COA with another is avoided.

11) Feasibility is continually assessed and analysis is stopped if COA becomes unfeasible.

12) Guidance is provided to the brigade staff for the identification of decision points. [AN]

13) War-gaming remains focused on the task purpose and commanders guidance. [AN]

14) Adherence to the planning timeline. [AN]

15) Understanding of the concept of the operation for the COAs to include the elements of the battlefield framework and the critical events. [AN]

16) Changes to the brigade R&S plan are incorporated. [AN]

d. The brigade S2 provides the enemy commander's perspective during the war game and: [ARTEP 71-3 MTP, Task 71-3-2001/3a-d; LL - CTC Bulletin No 95-4, AN]

1) Role-plays the enemy commander during the war game. [LL - CTC Bulletin No 95-4, Mar 95; FM 34-8, p. 2-7]

2) Ensures that the staff fully addresses friendly responses for each enemy COA by trying to win the war game for the enemy. [LL -CTC Bulletin No 95-4, FM 34-8, p. 2-7]

3) Displays the enemy DST and/or synchronization matrix for each enemy COA. [FM 34-8, p. 2-9]

4) Displays enemy NAIs that will support enemy TAIs and DPs. [AN]

5) Describes enemy reactions, predicts losses, and verifies friendly NAIs and TAIs, and HVTs. [AN]

6) States information requirements to support decision points. [FM 34-8, p. 2-9 - 2-10]

7) Participates in targeting conferences. [FM 34-8, p. 2-10]

8) Proposes employment of brigade intelligence collection assets and forces capable of reconnaissance and counter-reconnaissance. [AN]

9) Identifies risks and proposes countermeasures to losses of brigade reconnaissance assets. [AN]

10) Revises intelligence products based on war-gaming events. [AN]

a) Revises situational template. [FM 34-8, p. 2-9]

b) Revises reconnaissance and surveillance plan and intelligence collection tasks.

c) Revises intelligence annex.

d) Revises PIRs and IRs with latest time information of value (LTIOV) for the brigade commanders approval.

e) Revises MCOO.

e. The brigade commander and the brigade staff fully analyze (war game) each COA achieving: (Results arranged by battlefield operating system) [FM 101-5, pp. 4-29; pp. F-19]

1) General.

a) Refinements or modifications of selected COA.

b) Requirements for force protection.

c) An estimate of duration for each critical event as well as the entire battle.

d) Projection of enemy forces to be defeated in each critical event and criteria for defeat.

e) An estimate of ground gained or lost andkm. estimate in each critical event as well as for the entire battle.

f) Effect of limited visibility on operations.

g) Requirements and techniques to eliminate fratricide.

h) Identify additional requirements for combat support and combat service support.

i) Identification of strengths and weaknesses of each war gamed COA.

j) The brigade deep, close, and rear battles are considered during the war-gaming.

k) The brigade XO, with input from the brigade S3, develops the operational timeline which describes mission execution events. [ARTEP 71-3 MTP, Task 71-3-0001/2; AN]

2) Command and control.

a) Clearly identified commander's intent and vision of the battle.

b) All major battlefield events anticipated and synchronized.

c) Synchronization tools (e.g., DST, synchronization matrix).

d) Requirements for coordination and communication with higher headquarters and adjacent units.

e) Communication requirements and priorities. [ARTEP 71-3 MTP, Task 71-3-11021c]

(1) CP locations and composition selected and able to support tactical operations for current and planned operations.

(2) Offensive EW policies and procedures.

(3) OPSEC requirements and OPSEC measures.

(4) Communications support provided to the corps or division deception plan.

(5) Designation of signals and quick execution code words.

f) Command relationships.

g) Command and control requirements.

(1) For C2 positioning and repositioning.

(2) To overcome enemy interference of friendly C2.

(3) To minimize effect of destruction of friendly CPs.

(4) Provide capability for sequence of command.

h) CCIR and PIR.

i) Procedural and positive (P2) requirements.

j) DPs selected.

k) Critical events identified.

l) Necessary control measures and graphics identified.

m) Assessment of battle intensity on soldier and leader will to fight.

3) Intelligence.

a) NAIs.

b) TAIs.

c) Security.

d) HPTs.

e) Optimal times and locations to maximize enemy casualties and force destruction.

f) Ways and means to separate attacking enemy echelons.

g) Ways and means to disrupt enemy formations.

h) Ways and means to force enemy elements into areas where the brigade commander wants them.

i) Expected enemy air or helicopter threats. [AN]

j) Optimal employment of intelligence collection assets (e.g., UAV and observers). [AN]

4) Maneuver.

a) Subordinate unit tasks.

b) Task organization requirements.

c) Deception and surprise requirements.

d) Branches and sequels to maneuver scheme.

e) Counter-reconnaissance requirements.

f) Scheme of maneuver:

(1) Engagement areas.

(2) Direct and indirect fire control measures.

(3) Passage of lines.

(4) Battle phasing (if appropriate).

(5) Positioning and repositioning of available combat power.

(6) Terrain requirements and assignment to brigade elements.

(7) Identification of tasks for brigade elements.

(8) Integration of available Army aviation forces into the scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3011/1]

(9) Gap crossing requirements.

(10) Triggers for the initiation of direct and indirect fires.

(11) Engagement and disengagement criteria.

(12) Actions in the objective areas.

(13) Security and covering force actions.

(14) Reserve positioning and commitment criteria.

(15) Battle handover.

(16) Route prioritization for movement.

(17) Consolidation and reorganization.

g) Integration of deep operations into the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/1]

(1) Times, locations, and events for deep battle handover between the division and the brigade are determined. [FN-JRTC]

(2) Times, locations, and events are selected at which brigade subordinate unit's will accept close battle responsibilities.

h) Rear operations integrated into the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/3]

i) Effect of limited visibility on combat, combat support, and combat service support operations.

j) MP support requirements.

(1) EPW evacuation and support.

(2) Traffic control.

(3) Security.

k) Requirements impacting on aviation operations. [ARTEP 71-3 MTP, Task 71-3-3012/2b]

(1) Army aviation unit and FARP locations.

(2) FA locations.

(3) UAV launch and recovery sites and flight paths.

(4) Positions of instrument landing systems, navigation aids (NAVAIDS), flight coordination center (FCC), and flight operations center (FOC).

(5) NBC contaminated areas.

(6) ADA locations, engagement zones, and coverage.

(7) Other A2C2 considerations.

l) Continuous assessment of brigade subordinate unit's strength throughout the war game.

m) Force protection criteria.

5) Fire support.

a) Updated HPTL.

b) Attack guidance.

c) Priority for lethal and nonlethal fire support effort.

d) Employment of special munitions.

(1) FASCAM fires are determined and synchronized with other indirect fires. [ARTEP 71-3 MTP, Task 71-3-8003/3a; FM 6-20-40, p. 3-19, H-1; FM 6-20-50, pp. 3-19, I-1]

(2) Obscurant fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19, H-17; FM 6-20-50, p. I-16]

(3) Copperhead and other PGMs are planned and synchronized with other indirect fires. [FM 6-20-40, p. H-22; FM 6-20-50, p. I-12]

(4) Illumination fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19]

e) Fire support massing integrated with maneuver and priorities.

f) Indirect fires in support of brigade SEAD operations. [ARTEP 71-3 MTP, Task 71-3-3011/2b]

g) Opportunities to obscure enemy outposts (OPs), target acquisition and direct fire systems through lethal and nonlethal fires.

h) Lethal and nonlethal fires planned in the brigade deep battle; desired effects of deep fires are: [FM 100-5, p. 6-14]

(1) Restrict the enemy commander's freedom of action. [FM 100-5, p. 6-14]

(2) Reduce and eliminate the enemy commander's ability to implement coherence and tempo in his command and control. [FM 100-5, p. 6-14]

(3) Attrit the enemy force or selected parts of it in order to ensure that brigade units involved in the close battle have sufficient combat power to accomplish designated missions. [FM 100-5, p. 6-14]

(4) Create opportunities and advantages the brigade can exploit. [FM 6-20, p. 3-10]

i) Deep battle targets selected, which include: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(1) Enemy follow on forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(2) Enemy C3 facilities. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]

(3) Enemy reserves, counterattack forces, and follow-on forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(4) Routes and avenues of approach enemy second echelon, reserves, and follow-on forces will use to move into the brigade close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(5) Enemy logistics sites. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

j) Lethal and nonlethal fires synchronized to shape the brigade's close battle by: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(1) Disorganizing, delaying, weakening, and canalizing the enemy as they enter the brigade's close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

(2) Stripping away enemy reconnaissance, surveillance, and target acquisition (RSTA) elements. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]

(3) Impairing enemy command and control by causing commanders to button up and by destroying vehicle optics and antennas. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

k) Lethal and nonlethal fires planned and synchronized to support brigade R&S operations; desired effects of fires are to: [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(1) Suppress enemy forces engaging brigade R&S forces. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(2) Protect the movement and infiltration of R&S forces and target acquisition assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(3) Inflict casualties and force enemy units to deploy early and reveal his main attack. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(4) Reduce the enemy's capability to gain information by eliminating enemy reconnaissance forces and intelligence-gathering assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(5) Deceive the enemy as to the location of brigade units. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(6) Slow and canalize enemy movement to provide better targets for maneuver direct fire systems. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

(7) Suppress enemy direct and indirect fire weapons. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

l) Lethal and nonlethal fires planned and synchronized to support brigade offensive operations. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(1) Fires are planned for terrain that will be traversed by brigade units; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(a) Suppress, neutralize, or destroy enemy OPs and target acquisition systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(b) Suppress, neutralize, or destroy enemy direct fire systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(c) Deny enemy attack helicopters use of potential attack positions. [FN-NTC]

(d) Suppress, neutralize, or destroy enemy elements that are to be bypassed. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(2) Fires planned on flanks; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(a) Protect brigade units during movement. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(b) Reduce the number of brigade units committed to flank security. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(3) Fires planned on brigade objectives; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(a) Concentrate fires to suppress, neutralize, and destroy forward enemy elements. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(b) Create points of penetration into enemy defenses. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(c) Suppress enemy forces which will respond to penetrations or breakthrough of enemy positions. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

(d) Assist brigade forces to maneuver to positions to provide direct fires against enemy forces in the defense. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

m) Lethal and nonlethal fires planned and synchronized to support brigade defensive operations. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(1) Fires are planned in the main battle area (MBA); desired effects are to: [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(a) Achieve desired effects of obstacles (e.g., turn, fix, block, disrupt). [AN]

(b) Deny the enemy information about brigade units and intentions by reducing capabilities of enemy reconnaissance and intelligence-gathering elements. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(c) Inflict maximum enemy casualties at choke points and obstacles. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(d) Turn or canalize the enemy, deny enemy use of terrain, and cause the enemy to deploy early and reveal the main attack. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(e) Delay, disrupt, suppress, and destroy enemy direct and indirect fire weapons throughout the brigade sector. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(f) Isolate forward enemy units from follow-on forces in the MBA to: [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

(g) Synchronize lethal and nonlethal fires with obstacle effects to achieve desired results. [AN]

(2) Fires are planned to support disengagement of brigade elements; desired effects are to: [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-19]

(a) Increase tempo of battle to create opportunities to brigade units to disengage. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]

(b) Allow brigade units to withdraw from positions without being effectively hindered or delayed. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]

(c) Support repositioning and movement of brigade units to other positions. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]

(d) Support brigade counterattack forces. [AN]

n) Lethal and nonlethal fires planned and synchronized to provide time and assist brigade units in their consolidation (of objectives, of positions) and reorganization. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

o) Fire support assets allocated to provide support to the rear battle and defense of brigade rear area units. [FM 6-20, p. 3-11; FN-NTC]

p) Factors that allow the development of an observer plan which assign responsibilities to target acquisition systems and observers for the employment of indirect fires against designated targets and determination of damage assessments. [FN-NTC; FN-IN School] [AN]

q) Determination of FSCM to support the synchronization of indirect fires. [FM 6-20-40, p. E-1; FM 6-20-50, p. G-1]

r) Requirements for repositioning FSEs and providing firing positions. [AN]

s) Determination of when radars are employed. [AN]

t) Verification of sensor taskings to provide targetable intelligence in a timely manner for HPTs.

6) Mobility/survivability.

a) All operations.

(1) The ABE determines an engineer priority of effort. [FM 5-71-3, p. 2-11]

(2) The ABE determines sequence of engineer activities. [FM 5-100, p. 106]

(3) Decision points for engineer activities to be included on the DST. [AN]

(a) Times and/or events for the shifting of engineer units and assets (e.g., task organization changes). [FM 5-71-3, p. 2-12]

(b) Times and/or events for the shifting of engineer priorities. [FM 5-71-3, p. 2-12]

(4) The brigade S4 verifies supply requirements for overcoming obstacles or river crossings. [FM 5-71-3, p. 3-4]

(5) The brigade S2 assesses potential enemy responses to the brigade's attempts to bypass obstacles. [FM 5-71-3, p. 3-4]

(6) The brigade S2 assesses potential enemy actions against the brigade's efforts to overcome obstacles. [FM 5-71-3, p. 3-4]

(7) The ABE receives and incorporates information resulting from the engineer battalion XO and staff analyzing engineer support aspects of the brigade COAs. [FN-Engr School]

(8) The ABE identifies task organization of engineer assets. [AN]

b) Mobility.

(1) Engineer effort integrated with maneuver and prioritized.

(2) A breaching, gap crossing, river crossing operation requirement is confirmed. [FM 5-71-3, p. 3-4]

(3) Criteria for bypass in-stride or deliberate breach are established. [AN]

(4) Reconnaissance requirements to identify points of penetration into enemy obstacles and river crossing sites are defined. [AN]

(5) Support, breach, and assault forces, and their actions, are identified for a deliberate breach. [AN]

(6) Engineers are integrated into maneuver formations to maintain momentum, with the bulk of mobility assets with the breach force. [AN]

(7) Recommendations to organize the brigade for combat. [AN]

(8) The brigade S3 task organizes and sequences the Bn TFs to execute brigade in-stride (Bn TF deliberate or in-stride) breaches or river crossings as part of the brigade's maneuver. [AN]

(9) A coordinated movement sequence is developed: [AN]

(a) Routes are identified for movement. [AN]

(b) Maneuver requirements for brigade units are identified from the LD through actions on the final objective. [AN]

(10) A brigade crossing area commander, normally the brigade XO, is identified when necessary. [FM 90-13, p. 4-1]

(11) A brigade crossing area engineer, normally the battalion commander of the supporting corps' engineer unit, is identified when necessary. [FM 90-13, p. 4-1]

(12) The brigade S3 and brigade engineer develop a task organization for Bn TFs and engineers to accomplish the

brigade's breaching/crossing using the following criteria: [AN]

c) Countermobility. [AN]

(1) FASCAM employment.

(2) Location, effects, and priorities of brigade obstacles and control measures (e.g., brigade obstacle belts).

(3) Emplacement criteria for obstacles and mines to protect the brigade flanks and block enemy counterattacks.

(4) Obstacle security and target responsibility.

d) Survivability.

(1) Likely times and areas for enemy NBC events.

(2) Initial deployment of NBC decontamination units.

(3) Requirements and priorities for force protection, to include survivability positions for vehicles, weapons systems, and equipment.

(4) MOPP.

(5) A smoke and obscuration employment plan is developed, integrating: [AN]

(a) Field artillery and Bn TF mortars. [AN]

(b) Smoke and platoon. [AN]

(c) Bn TF organic smoke generating capabilities. [AN]

(6) Security is provided for engineer elements not task-organized with Bn TFs and assigned mobility missions (e.g., the engineer battalion organized as a breach force for a brigade deliberate breach). [FM 71-123, p. 3-21]

(7) Air defense assets are task organized and/or positioned to provide air defense coverage of engineer bridging equipment, breaching sites, and river crossing sites. [AN]

7) Air defense.

a) Air defense support and priorities.

(1) Locations and coverage of air defense assets along the axis of advance. [AN]

(2) Describes air defense coverage of the BSA, main supply routes, and CPs. [AN]

b) Weapons status during battle phases.

c) Direct and indirect fire systems in air defense role.

d) Early warning requirements.

e) Air defense DPs. [AN]

f) Air defense movements in support of brigade operations. [AN]

g) A2C2 criteria important for air defense. [AN]

h) Fratricide prevention criteria. [AN]

8) CSS.

a) Analysis of all logistics factors, determination of problems and deficiencies. [FM 101-5, p. F-27, C-44]

b) Sufficiency of the area. [FM 101-5, p. C-44]

(1) Adequacy of the area for CSS operations (e.g., tentative BSA locations). [FM 101-5, p. C-45]

(2) Necessity to share area with other units. [FM 101-5, p. C-45]

(3) Security of the area. [CGSC Text 101-6, p.1-11]

(4) Requirements for BSA moves and availability of new locations. [AN]

(5) Times and/or tactical triggers for initiation of BSA movement. [AN]

(6) Requirements for continued support during movement of BSA. [AN]

(7) Capability to conduct CSS operations for subordinate units during tactical pauses. [AN]

(8) Necessity to use FLEs or other measures to maintain support capabilities during movements. [AN]

c) CSS requirements:

(1) Supply. [FM 101-5, p. C-45]

(a) Supply status projections by class of supply. [CGSC Text 101-6, p.1-11]

(b) Critical shortfall of any classes of supply. [AN]

(c) Supply priorities. [AN]

(2) Maintenance. [FM 101-5, p. C-45]

(a) Loss and maintenance projections. [CGSC Text 101-6, p.1-11]

(b) Maintenance support requirements and priorities. [AN]

(c) Vehicle recovery priorities. [AN]

(3) Transportation requirements and priorities.

(a) Movement of CL IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times. [ARTEP 71-3-MTP, Task 71-3-8005/2c ; FM 90-7, p. C-9]

(b) Potential to evacuate enemy materiel and personnel. [ARTEP 71-3-MTP, Task 71-3-4002/3d]

(c) Transportation to support offensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/8d]

1 Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/9e]

2 Forward positioning of CL III and CL V. [AN]

3 Repositioning of other supplies forward. [AN]

4 ROM operations. [AN]

(d) Transportation to support defensive operations with: [ARTEP 63-216-MTP, Task 63-1-1013/9e]

1 CL IV and CL V items and engineer equipment for defensive preparation. [ARTEP 63-216-MTP, Task 63-1-1013/9e]

2 Repositioning of CL IV and CL V items and engineer equipment to subsequent defensive positions. [ARTEP 63-216-MTP, Task 63-1-1013/9e]

3 Evacuation of supplies and equipment to planned fallback points. [ARTEP 63-216-MTP, Task 63-1-1013/10c]

4 Evacuation of medical units with alternate means of transportation. [ARTEP 63-216-MTP, Task 63-1-1013/10e]

(e) Transportation to support anticipated surge requirements, such as: [AN]

1 Movement of CL III to support unexpected success/pursuit of enemy. [AN]

2 Movement and /or repositioning of CL IV, CL V, and engineer equipment to support hasty defense. [AN]

3 Mass casualty situation. [AN]

(f) Need to position logistics facilities. [AN]

(g) Impact of extended operations or LOCs on driver/operator rest factors. [AN]

(h) Impact of terrain or extended operations on operators and readiness of transportation assets. [AN]

(i) Need for route improvement. [AN]

(j) Movement distances, routes, and required delivery times to work sites/supply points. [AN]

(k) Type and quantities of materials required to be moved. [AN]

(l) Availability of special equipment (e.g., heavy equipment transporters (HET). [CGSC Text 101-6, p. 1-11]

(4) EPW facilities. [AN]

(5) Suitability of routes that are available as MSRs and alternate supply routes, considering: [FM 101-5, p. C-13]

(a) Enemy capabilities to interrupt routes. [ARTEP 71-3-MTP, Task 71-3-4005/2b]

1 Ground threat to brigade routes. [FM 71-3, p. 8-8]

2 Enemy air threat. [FM 71-3, p. 8-8]

3 Likelihood the enemy will use persistent chemical agents on routes. [FM 71-3, p. 8-8]

(b) Capability of routes to handle the heaviest vehicle in the brigade. [FM 71-3, p. 8-8]

(c) Capability of routes to sustain two way traffic. [FM 71-3, p. 8-8]

(d) Vulnerabilities of routes (e.g., bridges that can be destroyed). [FM 71-3, p. 8-8]

(e) Choke/congestion points on routes (e.g., towns and confusing intersections). [FM 71-3, p. 8-8]

(f) Availability of alternate routes. [AN]

(g) Availability of cross-over routes between routes. [FM 71-3, p. 8-8]

(h) Requirement to reserve routes exclusively for military traffic. [ARTEP 71-3-MTP, Task 71-3-4002/4d]

1 Confirm number of refugees using routes. [FM 71-3, p. 8-8]

2 Determine possible conflict with partisan activity or refugee movement. [FM 71-3, p. 8-8]

d) Rear operations integrated into the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/3]

(1) Determines the level of threat (CL I, II, or III).

(2) Determine the positioning of critical rear area bases and base cluster's/units to ensure support and enhance security.

(a) Positions BSA away from main avenues of approach.

(b) Positions BSA in easily defended area.

(c) Positions BSA near reserve location.

(d) Positions BSA away from likely airborne or air mobile landing sites.

(3) Determine conditions for relocation of BSA.

e) Medical support requirements:

(1) Casualty estimates.

(2) Medical evacuation (MEDEVAC) support.

(3) The brigade S4 section ensures location and displacement of medical facilities (i.e., clearing stations) are integrated with overall CSS plan. [ARTEP 71-3 MTP, Task 71-3-4002/f]

f) Locations of prepositioned stocks.

g) What, if any, specific support actions will need to be conducted at night. [LL-CALL Newsletter No. 92-5, p. 8]

h) Points in the battle when surge requirements are likely to be generated, such as: [AN]

(1) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in CL III and CL V to support unexpected success/pursuit of enemy). [AN]

(2) Initiation of hasty defense or mission change from offense to defense (e.g., surge in CL IV, CL V, and engineer equipment to support defense preparation). [AN]

(3) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN]

i) Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is being occupied by a tactical unit, roads which are dedicated to a Bn TF's movement to the LD during a specific period and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to trafficability). [LL-CALL Newsletter No. 88-3, p. 31]

j) The mix and quantities of ammunition in unit basic loads, prestocked points, and preconfigured logistics packages (LOGPACs); the need for changes based on the mission. [LL-CALL Newsletter No. 92-5, p. 8]

k) The required mix of CL IV and V obstacle and construction materials. [LL-CALL Newsletter No. 92-5, p. 9]

(1) Wire, pickets, and associated equipment. [AN]

(2) Mines. [LL-CALL Newsletter No. 92-5, p. 9]

(3) Lumber. [LL-CALL Newsletter No. 92-5, p. 9]

(4) Concrete. [LL-CALL Newsletter No. 92-5, p. 9]

(5) Demolitions. [AN]

l) Reconstitution requirements if needed.

m) Assesses replacement operations.

n) Assessment of brigade subordinate units' CSS status throughout battle.

o) Identification of time and space factors to enable responsive support, such as: [LL-CALL Newsletter No. 92-5, p. 2]

(1) Priority of support. [LL-CALL Newsletter No. 92-5, p. 2]

(2) Positioning for support. [LL-CALL Newsletter No. 92-5, p. 2]

(3) Tempo of support (intensity of demand). [LL-CALL Newsletter No. 92-5, p. 2]

(4) Timing of CSS actions to avoid lapses in support. [LL-CALL Newsletter No. 92-5, p. 5]

(a) Time to load supplies. [AN]

(b) Time to move supplies. [AN]

(c) Time to issue supplies. [AN]

(d) Time for unit to use supplies issued. [AN]

(5) Security. [LL-CALL Newsletter No. 92-5, p. 2]

(6) Risk assessment. [LL-CALL Newsletter No. 92-5, p. 2]

p) Comparison of required and available CSS capability to identify shortfalls and ways and means to mitigate the effect of these shortfalls.

f. The brigade commander and key staff (e.g., XO, brigade S3) determine acceptable level of risks based on COA selected following these steps: [FM 101-5, p. 4-31]

1) Identify hazards and major events.

2) Assess hazards.

3) Make risk decisions.

4) Implement controls or measures to mitigate risks.

g. When war-gaming identifies additional information requirements, or if information is unclear, the responsible staff officer aggressively pursues needed information. [AN]

h. The brigade commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]

1) Personally performing all the steps of the war-gaming.

2) Adhering to all the required principles.

3) Having as many of the staff present with the commander as possible, given the tactical situation.

4) Considering all elements of combat power.

5) Using less time-consuming war-gaming methods such as the critical points (box method).

9. **The brigade staff compares COAs.** [ARTEP 71-3 MTP, Task 71-3-3001/3a; FM 101-5, p. 4-32]

a. The brigade XO/S3 supervises comparisons of COA by the entire staff: [ARTEP 71-3 MTP, Task 71-3-3001/3a; FM 101-5, p. 4-32; LL - CALL Newsletter No. 93-3, p. 23]

1) Ensuring use of commander's previous guidance on comparison criteria.

2) Ensuring use of directed criteria and prescribed weighting of factors to build a decision matrix.

3) Ensuring selection of a brigade staff COA for recommendation to commander.

4) Reviews the COA products that were refined during war-gaming: [AN]

a) Division and brigade operations graphics.

b) Fire support overlays.

c) Synchronization matrices for each COA.

b. Each brigade staff officer evaluates and compares all information available, and prepares a COA decision matrix for his own BOS/area of responsibility. [FM 101-5, p. 4-32]

1) The brigade S2 identifies the COA that is best supported from the intelligence standpoint. [ARTEP 71-3 MTP, Task 71-3-2001/5d]

a) Develops criteria for COA comparison based on reconnaissance and surveillance parameters and enemy measures. [AN]

b) Identifies strengths and weaknesses of each proposed COA by analyzing the results of war-gaming and the list of criteria. [AN]

c) Presents a COA recommendation backed up by supporting explanations and rationale. [AN]

2) The brigade S3 identifies the best COA from the operations standpoint based on a prepared COA decision matrix. [ARTEP 71-3 MTP, Task 71-3-3001/3c]

3) The brigade CMLO identifies the best COA from an NBC standpoint. [AN]

4) The ABE identifies the best COA from the engineer standpoint. [ARTEP 71-3 MTP, Task 71-3-8001/3e and f; ARTEP 71-3 MTP, Task 71-3 71-3-3006/1]

5) The brigade aviation officer identifes the best COA from the Army aviation standpoint. [AN]

6) The brigade FSO identifies the best COA from the fire support standpoint. [FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FM 34-130, p. A-7; FM 101-5, p. 4-32 and p. F-34]

7) The brigade ALO identifies the best COA from an air support standpoint. [AN]

8) The brigade air defense officer identifies the best COA from an AD standpoint. [AN]

a) Identifies air defense criteria for COA comparison. [AN]

b) Identifies strengths and weaknesses with air defense coverage for each COA. [AN]

c) Recommends a COA based on air defense supportability. [AN]

9) The brigade MP platoon leader identifies the best COA from an MP support standpoint. [AN]

10) The brigade signalofficer identifies the best COA from the communications standpoint. [ARTEP 71-3 MTP, Task 71-3-1101/2d and e]

11) The brigade S1 identifies the best COA from the personnel standpoint. [ARTEP 71-3 MTP, Task 71-3-1001/2a]

12) The brigade S4 identifies the best COA from the logistical standpoint. [ARTEP 71-3 MTP, Task 71-3-4001/3e]

a) Identifies supportability criteria for each COA. [AN]

b) Rates the criteria for each COA. [AN]

c) Prepares a synopsis of each COA identifying CSS problems and strong points and presents the recommendation during the decision brief. [AN]

13) The brigade surgeon identifies the best COA from an HSS standpoint. [ARTEP 71-3 MTP, Task 71-3-1301/2f and g]

a) Compares probable outcome of each COA to determine which one offers the best chance of success.

b) Compares all COAs listed in terms of significant advantages and disadvantages.

c) States conclusions.

d) States if mission can be supported.

e) States which COA can best be supported from the HSS standpoint.

f) Lists the limitations and deficiencies in the preferred COA that must be brought to the commander's attention.

g) Lists factors adversely affecting the health of the command.

14) The brigade S5 identifies the best COA from the civil-military perspective based on a prepared COA decision matrix. [AN]

c. The brigade XO identifies the best COA to recommend to the brigade commander. [FM 101-5, pp. 4-32 and F-38]

1) Each brigade staff member presents his findings to the other staff members for consideration.

2) The brigade XO selects the COA which will most likely produce battlefield success to be recommended to the brigade commander.

3) The brigade staff prepares necessary briefing charts for the COA brief to the commander.

4) The staff prepares updated estimate notes for their respective staff areas.

5) The brigade XO prepares a list of assumptions for each COA.

6) The brigade XO ensures that a COA sketch with implementing statements has been prepared for each COA.

7) The brigade XO ensures that the war game notes or worksheets are prepared.

8) The brigade XO quantifies each COA by ranking them for each predetermined selection criterion. [LL - CALL Newsletter No. 93-3, p. 23]

d. The brigade XO or brigade S3, with the staff present, briefs the brigade commander on the results of the staff COA comparison including: [ARTEP 71-3 MTP, Task 71-3-3001; FM 101-5, pp. 4-33 and F-38]

1) The intent of higher headquarters.

2) The brigade's restated mission.

3) The status of brigade forces.

4) The updated intelligence estimate.

5) Own COA to include:

a) Assumptions used in war game.

b) Results of staff estimates.

c) Advantages and disadvantages of each COA.

6) Recommended COA.

7) Brigade task organization, and present and projected status. [AN]

8) Branches to each COA.

9) Unresolved issues.

10) Dissenting staff positions.

e. The brigade commander selects the COA he believes to be most advantageous to achieving success and accomplishing the brigade mission based on his judgment: [FM 101-5, pp. 4-33 and 4-34]

1) The brigade commander must remain unbiased.

2) The brigade commander may base his decision on information received during the staff COA briefing.

3) The brigade commander may make his decision without staff input.

4) The brigade commander's selection factors include:

a) Experience.

b) Knowledge of doctrine and tactics.

c) Trust and confidence in his command.

d) Estimate of the situation.

e) The inherent flexibility of the selected COA.

6) The brigade commander may agree with the staff recommended COA, modify it, or select another COA.

7) The brigade commander must consider the additional staff work and time required if other than the staff recommended COA is chosen.

f. The brigade commander, once he has made his COA selection: [FM 101-5, pp. 4-34 and 4-35]

1) Refines the selected COA into a clear, concise statement of his intent, the general scheme of maneuver, and supporting fires for the operation.

2) States the who, what, when, where, how, and why associated with the COA.

3) States the risk he is willing to accept to accomplish the mission.

h. Once the brigade commander has selected the COA to be employed, the brigade XO leads the staff in war-gaming branches of the COA selected. [CGSC Student Text 101-5, p. 4-32]

i. The brigade commander when time is constrained: [FM 101-5, p. 4-42]

1) Has available a prepared generic COA decision/comparison matrix to save time.

2) Reduces the number of comparison criteria.

3) Is personally involved in the COA comparison process with the staff.

4) Personally conducts the COA comparison.

10. **The brigade commander announces his decision.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, p. 4-33]

a. The brigade commander decides what risk he is willing to accept to accomplish the brigade mission and: [FM 101-5, p. 4-35]

1) Time permitting, discusses the risk with adjacent and higher units.

2) Obtains higher headquarters' approval to accept any risk that might imperil the division commander's intent and mission.

b. The brigade commander announces his decision to the staff by stating: [CGSC Student Text 101-5, p. 5-2; FM 101-5, p. 4-34 - 4-35]

1) A clear, concise statement of his intent.

2) A concept of operation.

3) What supporting fires the operation will need.

4) Brigade task organization, considering: [FM 101-5, Chap 4, p. 4-35]

   a) The existing brigade task organization and locations of elements.

   b) Specific unit strengths and weaknesses.

   c) Practical time considerations involved in task organizing.

   d) COA war-gaming results that determined generic unit requirements.

5) Specific command and support relationships. Relationships include: [FM 101-5, Chap 4, p. 4-35]

   a) Command relationships:

      (1) Organic.

      (2) Assigned.

      (3) Attached.

      (4) Operational control.

   b) Support relationships:

      (1) Direct support.

      (2) General support.

      (3) General support-reinforcing.

      (4) Reinforcing.

6) A clear designation of the main effort.

7) A clear description of how the command will defeat the enemy.

8) The risk the commander is willing to accept.

9) The type of order to issue: [LL - CALL Newsletter No 90-3, p.27]

   a) Written five paragraph.

   b) Oral.

c) Overlay.

d) Matrix.

c. The brigade commander and staff conduct reconnaissance to refine selected COA and make necessary modifications. [FM 101-5, p. 4-54]

d. The brigade XO ensures that the staff records the brigade commander's decision in its entirety. [AN]

e. The brigade commander employs the MDMP in a time-constrained environment by announcing his decision with the same precision, completeness, and clarity as in the unconstrained process. [FM 101-5, Chap 4, p. 4-44]

11. **The brigade staff prepares the operations order.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, Chap 4]

a. The brigade staff, under the supervision of the brigade XO, develops a WARNO based on results of COA analysis and commander's decision. The WARNO: [ARTEP 71-3 MTP, Task 71-3-0001/3 and 8; Task 71-3-3002; Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]

1) Refines guidance and direction for ongoing R&S operations.

2) Outlines the next operation.

3) Updates other critical information.

4) Addresses special requirements to particular units.

5) Outlines CCIR.

6) Provides task organization and effective time.

7) Updates enemy situation (situation template).

8) Initiates movement.

9) Provides named areas of interest for immediatefocus.

10) Updates timeline.

11) Provides concept of operation.

12) Specifies tasks to units.

13) Provides the mission statement.

14) Provides the brigade commander's intent.

15) Provides pertinent extracts taken from more detailed brigade orders.

16) Provides minimal control measures.

17) Provides timely changes to existing brigade orders.

18) Informs higher and adjacent headquarters of changes to existing brigade orders.

c. The brigade XO supervises the staff in converting the war-gaming notes and commander's guidance into a written OPORD. [ARTEP 71-3 MTP, Task 71-3-0001/8; FM 101-5, p. 4-37; ARTEP 71-3 MTP, Task 71-3-3002]

1) Uses a preformatted order to develop written orders. [LL - CALL Newsletter No. 93-3, p. 27]

6) Allocates time to review and approve the order before it is reproduced and briefed. [LL - CALL Newsletter No. 93-3, p. 28]

7) Provides format, guidance, and timeline for brigade OPORD to the brigade staff. [AN]

8) Directs the brigade S3 section to write the base (5 paragraph) brigade OPORD with input from the appropriate staff officers. [AN]

9) Assigns staff responsibilities for production of brigade OPORD annexes. [AN]

d. The brigade XO ensures that the staff conducts coordination and planning necessary to bridge the gap from war-gaming to the detailed brigade OPORD. [AN]

e. The brigade XO supervises the production of the brigade OPORD and: [ARTEP 71-3 MTP, Task 71-3-3002/2; Task 71-3-3002/3]

1) The brigade S3 section rapidly produces an accurate and complete brigade OPORD in sufficient copies by performing trained, drilled tasks and responsibilities. Employs the necessary staff. [Lesson Learned]

2) The brigade XO ensures that a review of all OPORD components is conducted. [AN]

a) The brigade XO reviews content for accuracy. (See task 11j for details.)

b) The brigade S3 checks brigade OPORD for legibility and accuracy.

c) The brigade S3 cross checks graphics and map coordinates with written portion of order.

3) The brigade XO ensures that the brigade OPORD is submitted to the commander for approval.

5) The brigade XO ensures that the brigade OPORD is coordinated with adjacent units.

a) Briefs and employs LNOs.

b) Adjusts brigade OPORD based on coordination.

f. The brigade XO ensures that the brigade OPORD is characterized by: [FM 101-5, pp. H-2 - H-6; ARTEP 71-3 MTP, Task 71-3-0001/8]

1) Clarity.

2) Simplicity.

3) Completeness.

4) Authoritative expression.

5) Flexibility.

6) Provision of sufficient time for subordinates to plan and prepare their own actions.

7) Maximum freedom of action for subordinate commanders.

8) Maximum use of overlays or graphics.

9) Most permissive control measures possible.

10) Elimination of unnecessary redundancies.

11) Specific FFIRs.

12) Focus on retaining or gaining the initiative.

13) Support of corps and division commander's intents.

14) Reflection of synchronized planning:

a) Battle positions and tasks of maneuver forces based on realistic time-distance factors.

b) Reserve force positioning and tasks based on realistic time-distance factors for commitment.

c) CS positioning and tasks based on realistic time-distance factors for synchronized combat power application.

d) CSS positioning and tasks based on integrated CSS.

15) Command and support relationships.

16) Statements of essential tasks that subordinate unitsmust accomplish.

17) Balance of centralization and decentralization.

18) Use of positive terms.

19) Adequate control means.

20) Provisions for adequate resources and support.

g. The brigade XO (chief of the targeting team) convenes, as necessary, the targeting team during the preparation of the brigade order, to ensure full coordination and integration of targeting related information. [AN]

h. The brigade XO reviews staff inputs and integrates them into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-3002]

1) Incorporates input from the brigade commander into paragraph 3., "Execution: intent," of the brigade OPORD. [AN]

a) Includes mission and intent from corps commander. [AN]

b) Includes mission and intent from division commander. [AN]

2) Incorporates input from the brigade S2 into paragraph 1.a., "Situation: enemy forces," of the brigade OPORD. [AN]

3) Incorporates input from the brigade S2 into paragraph 3.a.4., "Intelligence," of the brigade OPORD. [AN]

4) Coordinates with the brigade S2 for PIR inclusion in paragraph 3.d., "Execution: coordinating instructions," of the brigade OPORD. [AN]

5) Incorporates input from the brigade S1 and the S4 into paragraph 4., "Service support," of the brigade OPORD. [AN]

6) Incorporates input from the brigade FSO, ADALO, and brigade engineer into paragraph 1.c., "Situation: attachments and detachments," of the brigade OPORD. [AN]

7) Incorporates input from the brigade FSO into paragraph 3.a.2., "Fires," of the brigade OPORD. [AN]

a) The brigade XO reviews fire support plan to ensure it is in consonance with command guidance and is synchronized with the planned scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3005/1a]

(1) The brigade XO, in conjunction with the brigade targeting team, supervises tactical air (TACAIR) support planning and ensures that TACAIR support and joint suppression of enemy air defense (JSEAD) are integrated into the fire support plan based on commander's guidance and planned scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3004/1]

(a) Coordinates with the brigade S2 to identify specific AI targets.

(b) Ensures that preplanned requests comply with brigade commander's concept and priorities.

(c) Assigns a priority and precedence to each TACAIR request.

(d) Considers the need for, and the consequences of not having, impact of BDA on maneuver and fire support decisions.

(e) Makes revisions to the fire support and maneuver plans, with the commander's approval, as necessary.

(2) The brigade XO, in coordination with the brigade targeting team, finalizes CAS planning. [ARTEP 71-3 MTP, Task 71-3-3005/2]

(a) Obtains number of CAS sorties distributed to the brigade for planning.

e) Incorporates the "fires" portion into the concept of operation paragraph. [ARTEP 71-3 MTP, Task 71-3-3005/2a]

f) Integrates the fire support plan into the brigade OPORD as an annex. [ARTEP 71-3 MTP, Task 71-3-3005/2b]

g) Ensures that the annex supports the commander's intent, to include: [ARTEP 71-3 MTP, Task 71-3-3005/2c]

(1) Use of fire support resources.

(2) Weights the main effort.

(3) What targets to attack with what fire support assets.

(4) Priority of engaging targets.

(5) Allocation of firing units.

8) The brigade XO incorporates input from the brigade ADALO into paragraph 3.a.3., “Counter-air operations,” of the brigade OPORD. [AN]

a) Designates priority of ADA protection. [ARTEP 71-3 MTP, Task 71-3-3007/1]

b) Ensures that the AD plan supports the scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3007/1]

c) Ensures that the ADA assets are allocated supporting the commander's intent. [ARTEP 71-3 MTP, Task 71-3-3007/1]

9) The brigade XO incorporates input from the brigade engineer into paragraph 3.a.6., “engineer,” of the brigade OPORD. [AN]

a) Reviews the obstacle plan to ensure that it complements the maneuver, fire support, and logistics plans. [ARTEP 71-3 MTP, Task 71-3-3006/1b8]

b) Integrates the engineer plan into the brigade OPORD as an annex, ensuring that the plan: [ARTEP 71-3 MTP, Task 71-3-3006/2]

(1) Supports the brigade commander's intent. [ARTEP 71-3 MTP, Task 71-3-3006/2a]

(2) Is fully coordinated with the scheme of maneuver, fire support, and logistics plan. [ARTEP 71-3 MTP, Task 71-3-3006/2b]

(3) Covers ways to enhance mobility, counters the enemy's mobility, and provides protective positions for key elements. [ARTEP 71-3 MTP, Task 71-3-3006/2c]

(4) Includes and allocates all engineer assets to the greatest advantage. [ARTEP 71-3 MTP, Task 71-3-3006/2d]

(5) Lists mission priorities. [ARTEP 71-3 MTP, Task 71-3-3006/2e]

(6) Is coordinated with appropriate staff elements. [ARTEP 71-3 MTP, Task 71-3-3006/2f]

(7) Clearly defines command and support relationships and fixes responsibilities. [ARTEP 71-3 MTP, Task 71-3-3006/2h]

(8) Designates alternate engineer headquarters. [ARTEP 71-3 MTP, Task 71-3-3006/2i]

(9) Includes timetable for completion of each mission. [ARTEP 71-3 MTP, Task 71-3-3006/2k]

(10) Identifies routes to stay open in support of tactical plan. [ARTEP 71-3 MTP, Task 71-3-3006/2l]

10) The brigade XO incorporates input from the brigade FSO, air defense coordinator (ADCOORD), and ENGR into paragraph 3.c., “Execution: tasks to combat support units.” [AN]

11) The brigade XO incorporates the plan for deep operations into the brigade OPLAN/OPORD. [ARTEP 71-3 MTP, Task 71-3-3008/2a]

12) The brigade XO reviews rear operations plans to ensure compliance with the commander's concept and incorporates rear operations plans into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-3008/4b; ARTEP 71-3 MTP, Task 71-3-3008/3c]

i. The brigade S2/section prepares the intelligence annex in accordance with FM 101-5. [FM 101-5, ARTEP 71-3 MTP, Task 71-3-2002]

1) Annex includes:

a) Summary of enemy situation.

b) Intelligence requirements.

c) Intelligence acquisition tasks.

(1) Orders to subordinate and attached units.

(2) Requests to higher, adjacent, and cooperating units.

d) Measures for handling personnel, documents, and materiel.

e) Documents and equipment required.

f) Multidisciplined counterintelligence.

g) Reports and distribution.

h) Miscellaneous.

i) Appendices as required.

2) S2 submits the intelligence annex to the brigade XO for incorporation into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-2002/3c]

3) S2 incorporates appropriate portions of the security plan in the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-2011/1c]

4) S2 provides intelligence input to the brigade OPSEC plan. [ARTEP 71-3 MTP, Task 71-3-2011/2]

5) S2 provides intelligence input to the S3 for paragraph 1.a, “Situation: enemy forces,” of the brigade OPORD. [AN]

6) Exchanges information with the targeting team and finalizes input into the brigade HPTL and the AGM. [AN]

j. The brigade S3 section prepares selected sections of the brigade OPORD and: [AN]

1) Writes paragraph 1.b., "Situation: friendly forces," of brigade OPORD.

2) Writes paragraph 2, "Mission," of the brigade OPORD.

3) Writes paragraph 3.a., "Execution: concept of operation," of the brigade OPORD.

4) Writes paragraph 3.a.1., "Maneuver," of the brigade operation order.

5) Writes paragraph 3.b., "Execution: tasks to subordinate units," of the brigade OPORD.

6) Writes paragraph 5., "Command and signal," of the brigade OPORD.

k. The brigade S3 section prepares OPSEC plans, and annexes, to include the force security battle prior to the main battle. [ARTEP 71-3 MTP, Task 71-3-3014/6]

1) Ensures that WARNOs contain sufficient information for subordinate elements to immediately begin the force security battle.

2) Ensures that the brigade OPORD, OPSEC estimates, plans, and annexes respond to the reconnaissance threat with greatest risk to the force.

3) Ensures that the brigade OPORD, OPSEC estimates, plans, and annexes are in consonance with the commander's concept.

4) Coordinates with brigade S2, brigade S4, MP platoon leader and division PM office, and units to ensure that security plans are established in unit areas, loading areas, and marshaling areas.

6) Adjusts estimates, plans, andannexes as required.

7) Provides the plan and/or annex to the brigade XO for incorporation into the brigade OPORD.

l. The brigade S3 section publishes the brigade OPORD in enough copies required to support the operation. The brigade OPORD includes as a minimum, the following

information in a doctrinally correct format: [ARTEP 71-3 MTP, Task 71-3-3002; CGSC Student Text 101-5, p. 6-5]

1) Heading to include:

   a) Security markings.

   b) Confirmation statement in regard to oral orders.

   c) Copy number.

   d) Issuing headquarters.

   e) Place of issue.

   f) Date and time order is signed.

   g) Message reference number.

   h) Brigade OPORD sequence number.

   i) Code name (if applicable).

   j) Map references.

   k) Time zone in which order is executed.

2) Task organization:

   a) Lists major subordinate headquarters in the correct sequence.

   b) Qualifies relationships other than attachment by parenthetical terms such as OPCON, GS, or DS.

   c) Uses task organization matrix if desired.

3) Situation (paragraph 1, always contains three subparagraphs):

   a) Enemy forces:

      (1) Summarized in sketch (or outline) form rather than described in excess detail.

      (2) References intelligence annex, intelligence overlay, intelligence report, or intelligence summary (INTSUM). (An

intelligence annex is used only if there is enough information to make an annex necessary.)

(3) Provides an assessment of the terrorist threat to the command.

b) Friendly forces:

(1) Includes corps and division missions and information concerning adjacent, supporting, and reinforcing units.

(2) Discusses units essential to the operation.

(3) States corps and division commander's concepts and intents.

(4) Provides instructions for the minimizing of fratricide.

c) Attachments and detachments:

(1) Does not repeat information under "task organization."

(2) Indicates "see task organization," if task organization used.

(3) States when attachment and detachment is to be effective.

4) Mission (paragraph 2):

a) States the task and its purpose.

b) Outlines essential tasks determined by the commander.

c) Contains the elements of who, what, when, where, and why.

5) Execution (paragraph 3, includes):

a) Intent: a brief paragraph, written by the brigade commander, that:

(1) States the commander's vision of the operation.

(2) Describes the purpose of the operation.

(3) Describes how the commander visualizes achieving the endstate with respect to the relationship between the force as a whole, the terrain, and the enemy.

(4) States how the endstate will facilitate future operations.

(5) Does not summarize the concept of operation or describe subunit missions.

(6) Risk the commander is willing to accept. [AN]

(7) May include collection priorities. [AN]

b) Concept of operation:

(1) Maneuver:

(a) Contains clear, concise statement of scheme of maneuver.

(b) Verbally visualizes the operation within the battlefield framework (deep-close-rear).

(c) Designates the main effort/attack.

(d) Is consistent with the operations overlay.

(2) Fires:

(a) Describes "concept of fires" to support overall concept to include all special purpose munitions, within the battlefield framework.

(b) States priority of fire support, by unit.

(c) Includes time and duration of preparatory fires (if applicable).

(d) Refers to fire support annex if used.

(e) Designates priority use for low-density munitions such as FASCAM and copperhead with time and duration as appropriate.

(3) Intelligence.

(a) Provide priorities of collection effort.

(b) Refers to appropriate annexes.

(c) List priorities of organic unit collection. [AN]

(4) EW.

(a) Establishes priority of collection and jamming as to type of target.

(b) Refers to appropriate annexes.

(5) Engineer.

(a) Describes effort to support overall concept.

(b) Indicate priority of support and priority of type engineer mission (mobility, countermobility and survivability) for GS units.

(6) Others as necessary.

c) Tasks to maneuver units.

(1) Maneuver units (ground and aviation) that report directly to the brigade are listed.

(2) A separate subparagraph is used for each maneuver unit.

(3) Units are listed in order in which they appear in the task organization.

(4) Missions or tasks and purposes to be accomplished by each maneuver element in the brigade are stated.

(5) Tactical tasks that affect two or more units are listed in coordinating instructions.

d) Tasks to combat support units.

(1) Mission relationships agree with those depicted in "task organization."

(a) Priorities are in accordance with commander's concept.

(b) Allocation of fire support in accordance with commander's concept.

(c) References are made to appropriate fire support annex if used.

(2) Fire support subparagraphs:

(a) Air support.

(b) Chemical support.

(c) FA support.

(d) NSF support.

(e) Nuclear support.

(f) EW support.

(3) Air defense subparagraph.

(a) Organization for combat.

(b) Assigned tactical missions.

(c) ADA priorities.

(d) References, if applicable, to ADA and A2C2 annexes.

(4) Chemical (NBC defense) subparagraph:

(a) Functions and support roles of attached chemical units.

(b) References to chemical annex or TSOP.

(5) Engineer support subparagraph:

(a) Support relationships for maneuver units are in consonance with "scheme of maneuver."

(b) Assigns priority of engineer work.

(c) Outline of organization for combat.

(d) References to the engineer, obstacle, and river crossing annex as applicable.

(e) Assignment of priority of engineer support by unit.

(6) Military intelligence and EW subparagraph:

(a) Functions and support roles of organic and attached MI units.

(b) UAV.

(c) References to the intelligence and EW annexes.

(7) MP.

(8) Additional subparagraphs, as appropriate, are used to address other units with tactical tasks only.

e) Coordinating instructions subparagraph (paragraph 3, last subparagraph):

(1) Instructions that are applicable to two or more units.

(2) Brigade CCIR. (Includes PIR if not listed in the intelligence annex, EEFI, and FFIR.)

(3) Annexes not listed elsewhere in the order.

(4) MOPP.

(5) OEG.

(6) Anti-terrorist actions.

(7) Air defense weapons status.

(8) Vehicle recognition signals.

(9) Time or condition when brigade OPORD becomes effective.

(10) FSCMs. [AN]

(11) Others as appropriate.

6) Service support (paragraph 4).

a) Overall concept for support.

b) CSS priorities.

c) CSS units in the next higher CSS organization supporting the unit.

d) Significant issues that might impact CSS operations.

e) Any significant risks.

f) Addresses:

(1) Support before the operation.

(2) Support during the operation.

(3) Support after the operation.

g) Civil-military cooperation.

h) Materiel and services.

i) Medical treatment and evacuation.

j) Personnel.

k) Reference to annexes as required.

7) Command and Signal (paragraph 5):

a) Command subparagraph:

(1) Tactical (TAC) and main CP locations.

(2) Alternate CP locations.

(3) Axis of CP displacement (if not shown graphically).

(4) Succession of command. [LL - CTC Bulletin No. 94-1, p. 19]

b) Signal subparagraph:

(1) References to the communications-electronics (CE) annex.

(2) Signal instructions to be used.

8) Ending:

a) Requires acknowledgment of receipt and understanding.

b) Original order signed by the commander or his designated representative.

c) Other copies authenticated by the brigade S3.

d) Annexes lettered alphabetically and listed in the order as they appear in the brigade OPORD.

e) Distribution is in accordance with the TSOP and includes:

(1) Subordinate units.

(2) Higher units.

(3) Adjacent units.

(4) Supporting units as necessary.

f) Security markings (top/bottom of each page, centered).

m. The brigade S3 section prepares the operations overlay in the number of copies required to support the operation. [ARTEP 71-3 MTP, Task 71-3-1002/3b; AN]

1) Overlay is listed as an annex to the concept of operation.

2) Overlay is consistent with the written portion of the brigade OPORD.

3) Overlay uses simple, clear graphics to enable subordinate elements to understand the operation and essential tasks.

4) Overlay uses control measures that provide flexibility to adjust to changing operational conditions.

5) Overlay uses correct military symbols.

6) Overlay accurately depicts higher headquarters control measures.

7) Overlay indicates a realistic terrain appreciation.

8) Overlay is produced on a map scale which can be used by subordinate units.

9) Overlay is annotated with security markings.

n. The brigade S3 Air develops, in conjunction with the A2C2 team, the A2C2 annex of the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-3013/1]

1) The brigade S3 Air as chief of the A2C2 team, convenes, as necessary, the A2C2 team during the preparation of the brigade order to ensure full coordination and integration of A2C2 related information. [AN]

2) The brigade S3 Air, assisted by the brigade ALO, NGLO, Marine air officer, AVLO, and ADO, develops the A2C2 annex including the following as a minimum: [ARTEP 71-3 MTP, Task 71-3-3013/3]

a) Delineates the airspace subsector:

(1) Upper limits.

(2) Left and right limits.

(3) Front and rear limits.

b) Describes authority to be exercised by each echelon concerning:

(1) Army users.

(2) Other service users.

(3) Establishment of control measures.

(4) Positive control and procedural control requirements.

c) States the commander's airspace priorities.

d) States the A2C2 mission.

e) Explains the concept of operations and scheme of maneuver, to include A2C2 overlay.

f) Writes subunit paragraphs for each airspace user (fire support, Air Force, Navy/Marine Corps, Army aviation, ADA, and ATC). Discusses for each user:

(1) Type of control required (positive or procedural, when, and where).

(2) A2C2 responsibilities not covered in SOP (such as peculiar information requirements, changes to responsibility for management of subsectors, weapon control orders, autonomous operation procedures (if changed), and times of operation and restrictions).

g) Delineates information affecting more than two users:

(1) All procedural A2C2 control measures and restrictions (include fire support). Information not included in the overlay(s).

(2) Flight rules (instrument meteorologist condition [IMC] visual meteorological condition [VMC]). [ARTEP 71-3 MTP, Task 71-3-3013/3g2]

(3) Airspace control order issuing times. [ARTEP 71-3 MTP, Task 71-3-3013/3g3]

(4) High-use areas. [ARTEP 71-3 MTP, Task 71-3-3013/3g4]

(5) Friendly EW operations which affect airspace users. [ARTEP 71-3 MTP, Task 71-3-3013/3g5]

(6) FARP locations (active, preplanned). [ARTEP 71-3 MTP, Task 71-3-3013/3g6]

(7) Airfield locations and operations. [ARTEP 71-3 MTP, Task 71-3-3013/3g7]

(8) NAVAIDS locations (active, preplanned, and time of operation). [ARTEP 71-3 MTP, Task 71-3-3013/3g8]

(9) FOC and FCC location and operations. [ARTEP 71-3 MTP, Task 71-3-3013/3g9]

(10) Coordinating altitudes, routes, and corridors. [FM 101-5, p. H-133]

(11) Tasks to USAF and ANGLICO elements providing target acquisition and terminal guidance support for CAS aircraft. [FM 101-5, p. H-123; FA School]

(12) Positions to be occupied by USAF and ANGLICO elements providing target acquisition and terminal guidance support for CAS aircraft. [FM 101-5, p. H-123; FA School]

(13) WCS. [FM 101-5, p. H-131]

(14) Identification, friend, or foe (IFF) measures and ROE.

(15) Concept for NSF. [FM 101-5, p. H-126]

h) Addresses service support and command and signal as required.

i) Generates A2C2 control measure requests to support the annex and forwards for approval.

3) Provides A2C2 annex and other brigade OPORD input to the brigade XO for incorporation into the brigade OPORD.

o. The brigade CMLO provides the NBC annex and input to the brigade XO for incorporation into the brigade OPORD which includes:

1) Locations and proposed locations for decontamination sites.

2) Task organization of smoke platoon for smoke operations.

3) MOPP status.

4) OEG.

p. The ABE/section prepares the engineer annex and engineer operations graphic overlay for the brigade OPORD. [FM 101-5, p. 3-50; AN]

1) Incorporates relevant information derived from the engineer battalion COA war-gaming.

2) Incorporates the task organization of engineer units to support the brigade operations.

3) Develops an obstacle annex to include: [ARTEP 71-3 MTP, Task 71-3-8002/3]

a) Applicable portions of the obstacle plan, denial plans, and instructions or plans from higher headquarters. [ARTEP 71-3 MTP, Task 71-3-8002/3a]

b) Brigade obstacle belts with intent graphics. [ARTEP 71-3 MTP, Task 71-3-8002/3b]

c) Assigned numbers of specified obstacles, denial targets, and code numbering for designating obstacle groups specified by subordinate units. [ARTEP 71-3 MTP, Task 71-3-8002/3c]

d) Assignment of areas of responsibility. [ARTEP 71-3 MTP, Task 71-3-8002/3d]

e) Designation of any specific brigade or higher headquarters directed obstacles with detailed instructions on their construction and execution. [ARTEP 71-3 MTP, Task 71-3-8002/3e]

f) Completion time for all or any portion of the obstacle plan. [ARTEP 71-3 MTP, Task 71-3-8002/3f]

g) Gaps, lanes, and important routes to be kept open. [ARTEP 71-3 MTP, Task 71-3-8002/3g]

h) Coordination between adjacent units to ensure that the critical points are effectively covered. [ARTEP 71-3 MTP, Task 71-3-8002/3h]

i) Guidelines for employment of SCATMINEs to include provisions for air and artillery delivery. [ARTEP 71-3 MTP, Task 71-3-8002/3i]

j) Limitations or restrictions on the employment of certain reinforcing obstacles, such as minefields and booby traps, chemical contamination, and atomic demolition munitions. [ARTEP 71-3 MTP, Task 71-3-8002/3j]

k) Limitations or restrictions on the emplacement of obstacles in a specific area. [ARTEP 71-3 MTP, Task 71-3-8002/3k]

l) Limitations on and conditions for the destruction of facilities of strategic importance. [ARTEP 71-3 MTP, Task 71-3-8002/3l]

m) Allocation of engineer support, labor, materials, transportation, and equipment priorities by phase of operation. [ARTEP 71-3 MTP, Task 71-3-8002/3m; AN]

n) Reporting instructions, to include target or obstacle identification, location, and status. [ARTEP 71-3 MTP, Task 71-3-8002/3n]

o) Appendices, as required. [ARTEP 71-3 MTP, Task 71-3-8002/3o]

p) Assignment of defending unit, guarding unit, and executing unit for each obstacle as required. [ARTEP 71-3 MTP, Task 71-3-8002/3p]

4) Integrates the river crossing plan into the brigade OPORD as an annex. [ARTEP 71-3 MTP, Task 71-3-8004/3]

a) Ensures that the plan supports the brigade commander's intent. [ARTEP 71-3 MTP, Task 71-3-8004/3a]

b) Ensures that the plan is fully coordinated with the scheme of maneuver and fire support plans. [ARTEP 71-3 MTP, Task 71-3-8004/3b]

c) Coordinates the plan with appropriate staff elements. [ARTEP 71-3 MTP, Task 71-3-8004/3c]

(1) Crossing force engineer. [ARTEP 71-3 MTP, Task 71-3-8004/3c1]

(2) Brigade SO. [ARTEP 71-3 MTP, Task 71-3-8004/3c2]

(3) Brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8004/3c3]

(4) Brigade CMLO. [ARTEP 71-3 MTP, Task 71-3-8004/3c4]

(5) Brigade ADA officer. [ARTEP 71-3 MTP, Task 71-3-8004/3c5]

(6) Crossing area commander. [AN]

d) The ABE section develops a crossing site overlay and a crossing site force buildup matrix to provide initial river crossing buildup rate information for possible schemes of maneuver. [FM 90-13, p. A-1]

(1) The crossing site force buildup matrix includes: [FM 90-13, p. A-6]

(a) Possible crossing sites in the brigade's sector. [FM 90-13, p. A-6]

(b) Preparation time of: [FM 90-13, p. A-6]

1 Riverbanks. [FM 90-13, p. A-6]

2 Rafts. [FM 90-13, p. A-6]

3 Fords. [FM 90-13, p. A-6]

4 Bridges (includes repair of existing bridges). [FM 90-13, p. A-6]

(c) Number of rafts crossing per hour. [FM 90-13, p. A-6]

(d) Number of raft crossings, cumulative by H-hour sequence. [FM 90-13, p. A-6]

(e) Start and finish times (H-hour sequence) for the crossing of Bn TF-sized units. [FM 90-13, p. A-6]

(2) The crossing area overlay includes: [FM 90-13, p. A-7]

(a) Staging areas. [FM 90-13, p. A-7]

(b) Routes in the crossing area. [FM 90-13, p. A-7]

(c) Holding areas. [FM 90-13, p. A-7]

(d) Call forward areas. [FM 90-13, p. A-7]

(e) Crossing sites. [FM 90-13, p. A-7]

(f) Assault sites. [FM 90-13, p. A-7]

(g) Far-shore attack positions. [FM 90-13, p. A-7]

(h) Support-by-fire positions. [FM 90-13, p. A-7]

5) The ABE section develops, in conjunction with the brigade FSE, the plan for denial munitions and placement of remote anti-armor mines. Plan includes: [ARTEP 71-3 MTP, Task 71-3-8003/2,3; AN]

   a) Target locations.

   b) Method of emplacement.

   c) Duration of minefield.

   d) Time of emplacement.

6) The ABE section prepares the brigade OPORD's engineer support subparagraph which contains: [ARTEP 71-3-MTP, Task: 71-3-3002/1]

   a) Engineer command and support relationships for maneuver units that are in consonance with the scheme of maneuver. [ARTEP 71-3-MTP, Task: 71-3-3002/1]

   b) Priority of engineer work. [ARTEP 71-3-MTP, Task: 71-3-3002/1]

   c) Engineer tasks. [ARTEP 71-3-MTP, Task: 71-3-3002/1]

   d) Priority of engineer support by unit. [ARTEP 71-3-MTP, Task: 71-3-3002/1]

7) The ABE section prepares the brigade OPORD's engineer annex which contains: [AN]

   a) The task-organization section, to include: [FM 5-71-3, p. D-7]

      (1) Engineer units task-organized with Bn TFs or under brigade control. [FM 5-71-3, p. D-7]

      (2) All engineer units supporting the brigade and units task-organized to other than their parent unit are listed. [FM 5-71-3, p. D-7]

      (3) Command and support relationships for brigade engineer units. [FM 5-71-3, p. D-7]

      (4) Times and/or events for changes in the engineer task organization during the operation. [FM 5-71-3, p. D-7]

b) The situation paragraph, to include: [FM 5-100, p. C-7]

(1) Critical terrain aspects that impact on engineer operations. [FM 5-100, p. C-7]

(2) Critical weather aspects that impact on engineer operations. [FM 5-100, p. C-7]

(3) Enemy engineer capability and activity. [FM 5-100, p. C-7]

(a) Known and templated locations of enemy engineer units. [AN]

(b) Significant enemy maneuver and engineer capabilities that impact on engineer operations. [AN]

(c) Expected employment of enemy engineers based on the most probable enemy COA. [AN]

(d) Known and templated locations of enemy obstacles. [AN]

(4) Friendly forces. [AN]

(a) Designation, location, and activities of the engineer brigade and adjacent engineer units that impact on the brigade or that require coordination. [AN]

(b) Non-engineer units capable of assisting in engineer operations. [AN]

(c) Non-engineer units capable of emplacing SCATMINEs. [AN]

c) The maneuver brigade's mission statement. [FM 5-100, p. C-7]

d) The execution paragraph, to include: [FM 5-71-3, pp. D-7 - D-9]

(1) The scheme of engineer operations, including: [FM 5-71-3, pp. D-7 - D-9]

(a) A description of engineer operations supporting the brigade maneuver plan. [FM 5-71-3, pp. D-7 - D-9]

(b) The engineers' main effort by mission and unit for each phase of the brigade operation. [FM 5-71-3, pp. D-7 - D-9]

(c) Division-level missions that impact on the brigade. [FM 5-71-3, pp. D-7 - D-9]

(2) Subunit instructions, including: [FM 5-71-3, pp. D-7 - D-9]

(a) Specific engineer company or platoon tasks not contained in the brigade OPORD. [FM 5-71-3, pp. D-7 - D-9]

(b) Engineer tasks necessary to ensure unity of effort. [FM 5-71-3, pp. D-7 - D-9]

(c) Brigade-level tasks assigned to the engineer battalion. [FM 5-71-3, pp. D-7 - D-9]

(3) Coordinating instructions, including: [FM 5-71-3, pp. D-7 - D-9]

(a) Critical engineer instructions common to two or more units of the brigade or the engineer battalion not covered in the brigade OPORD. [FM 5-71-3, pp. D-7 - D-9]

(b) Brigade PIR that must be reported to the engineer battalion staff and brigade engineer. [FM 5-71-3, pp. D-7 - D-9]

(c) Mission reports that the ABE requires. [AN]

e) The service support paragraph, to include: [FM 5-71-3, p. D-9]

(1) Brigade allocations of command-regulated supply classes that impact on the engineer battalion's CSR. [FM 5-71-3, p. D-9]

(2) CL V supply distribution plan. [FM 5-71-3, p. D-9]

(a) The supply method to be used for delivery of engineer company CL V. [FM 5-71-3, p. D-9]

(b) Tentative locations for CL V supply points or locations for linkup with corps' push packages. [FM 5-71-3, p. D-9]

(3) Transportation. [FM 5-71-3, p. D-9]

(a) Allocation and prioritization of divisional and brigade assets dedicated to hauling the brigade's engineer CL V. [FM 5-71-3, p. D-9]

(b) Requirements for the brigade to supplement division transportation to move engineer equipment and supplies. [FM 5-71-3, p. D-9]

f) HSS: designates the support for corps engineer units performing missions in the brigade area. [FM 5-71-3, p. D-9]

g) Command and signal paragraph, to include: [FM 5-71-3, p. D-9]

(1) Command. [FM 5-71-3, p. D-9]

(a) The location of key engineer leaders. [FM 5-71-3, p. D-9]

(b) The engineer chain of command. [FM 5-71-3, p. D-9]

(c) The Bn TFs designated for controlling specific engineer mobility efforts. [FM 5-71-3, p. D-9]

(2) Signal. [FM 5-71-3, p. D-9]

(a) Communication networks monitored by the brigade engineer for reports, if different than the brigade TSOP. [FM 5-71-3, p. D-9]

(b) Critical engineer reporting requirements of subordinates, if not covered in the coordinating instructions or TSOP. [FM 5-71-3, p. D-9]

8) The ABE section provides information for the engineer support subparagraph of the concept of operation paragraph (paragraph 3 of the brigade basic OPORD) and engineer annex to the brigade XO for inclusion into the brigade OPORD. [AN]

9) The ABE provides input to the brigade XO or brigade S3 for the brigade WARNO. [AN]

q. The brigade Army aviation LNO assists the brigade S3 in the development of the aviation appendix to the brigade OPORD to include: [ARTEP 71-3 MTP, Task 71-3-7001/1h]

1) Air corridors to and from the FLOT to include penetration corridor.

2) Movement to the objective.

3) SEAD operations (if applicable).

4) Actions on the objective.

5) Movement from the objective.

6) Brigade involvement in the division deception plan.

7) Special instructions for integration of Army aviation into the brigade air defense effort.

8) Possible conflicts of flight control measures, FA and ADA locations, and flight obstructions. [ARTEP 71-3 MTP, Task 71-3-7001/3k]

9) Army aviation tasks and missions supporting the brigade fire support plan. [FM 101-5, p. H-118]

10) Concept of operations for Army aviation assets supporting the brigade fire support plan. [FM 101-5, p. H-119]

r. The brigade FSO, in conjunction with the brigade targeting team, develops the fire support plan and: [ARTEP 71-3 MTP, Task 71-3-9001/2]

1) Ensures that the plan:

a) Supports the commander's intent and priorities for the attack of targets.

b) Supports the scheme of maneuver.

c) Incorporates the 11 principles of fire support listed in Chapter 3, FM 6-20.

d) Covers gaps in subordinate units' fire plans.

e) Addresses each fire support agency or asset involved in the operation and allocations to subordinate units.

f) Incorporates relevant information and guidance provided by the FSCOORD as derived from the FA battalion COA war-gaming.

g) Reflects task organization of maneuver battalions' fire support units (based on coordination with brigade S3).

4) Evaluates, and if necessary, programs planned targets from higher and adjacent units into the brigade fire plan.

5) Prepares the fire support annex.

a) Incorporates the fire support plan.

b) Prepares the annex in accordance with FM 101-5.

6) Provides to the FSCOORD and the brigade XO, for review, approval, and incorporation into the brigade OPORD: [AN]

a) Input for paragraph 1.c., "Situation: attachments and detachments" of the basic brigade OPORD.

b) Input to the S3 for paragraph 3.a.2., "Fires," of the basic OPORD.

c) Input to the S3 for paragraph 3.c., "Execution: tasks to combat support units," of the basic OPORD.

d) Input to the S3 for paragraph 3.d., "Execution: coordinating instructions," of the basic OPORD.

7) The fire support information addressed in the brigade OPORD includes:

a) Priority of fires and how that priority will be executed during each phase of the operation. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-FA School, AN]

b) Concept of planned fire support within the brigade AO for the deep, close, and rear battles. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FM 101-5, p. H-123, H-128, H-155; FN-FA School]

c) Division targets the brigade is responsible to acquire and attack. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5]

d) Retransmission requirements for fire support communications. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-FA School]

e) Tasks to FA units and subordinate FSEs. [FM 6-20-40, p. C-7; FM 6-20-50, p. E-5; FM 101-5, p. H-123; FN-FA School]

f) Fire support coordinating instructions. [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]

g) BDA requirements. [FM 6-20-10, p. 2-27]

h) Task organization and support relationship for fire supportassets. [FM 101-5, p. H-123; FN-FA School]

i) Air support plan, including JAAT and SEAD. [FM 101-5, p. H-123; FN-FA School]

j) FSCM. [FM 101-5, p. H-128; FN-JRTC; FN-FA School]

k) Time of execution of program fires relative to H-hour (e.g., counterfire, preparations, counter preparations, SEAD). [FM 101-5, p. H-128]

l) Special munitions (e.g., FASCAM, Copperhead, smoke, illumination) employment plan. [FM 101-5, p. H-113; FN-JRTC; FN-FA School]

m) Cut-off time for subordinate unit submission of fire support plan refinements. [FN-JRTC]

n) Allocation of high priority and high value targets to the maneuver units. [AN]

o) The attack guidance for the brigade. [AN]

p) Control of COLTs. [AN]

8) The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]

a) FSCM graphics. [FM 101-5, p. H-128; FN-JRTC; FN-FA School]

b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; FN-NTC; FN-JRTC; FN-3/24 ID; FN-AR School; FN-FA School]

c) Attack guidance matrix (AGM). [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; FN-NTC; FN-JRTC; FN-FA School]

d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; FN-JRTC; FN-FA School]

e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; FN-NTC; FN-JRTC; FN-3/24 ID; FN-BCBST; FN-FA School; FN-IN School]

f) TSS. [FM 101-5, p. H-128]

g) Target overlays. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-NTC; FN-JRTC; FN-AR School; FN-FA School]

s. The brigade ADO or ADALO prepares the ADA portion of the brigade OPORD to include the ADA annex and: [ARTEP 71-3 MTP, Task 71-3-6001/3; AN]

1) Prepares the ADA portion of plans and orders inaccordance with FM 101-5.

2) Ensures that ADA input reflects the commander's intent.

3) Provides ADA input to the brigade XO for review and incorporation into the brigade OPORD.

a) Provides input to the brigade S3 on air defense for paragraph 1.c., “Situation: Attachments and Detachments,” of the brigade OPORD. [AN]

b) Writes paragraph 3.a.3., “Counter-air operation,” of the brigade OPORD. [AN]

c) Writes coordinating instructions which include ROE (WCS and hostile criteria). [AN]

4) Plans passive air defense measures. [ARTEP 71-3 MTP, Task 71-3-6001/1j]

5) Addresses:

a) WCS. [FM 101-5, p. H-131]

b) IFF measures and ROE.

c) Brigade early warning system.

d) ADA unit locations, WCS, and systems coverage. [ARTEP 71-3 MTP, Task 71-3-3012/2d2; FM 101-5, p. H-133]

6) Advises the air defense battalion about the brigade OPORD and ADA annex. [AN]

t. The MP platoon leader provides input to the brigade XO for the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1201/1]

1) Prepares MP portions of, plans, orders, in accordance with FM 101-5 to include:

a) Straggler control plan.

b) The MP platoon leader prepares the traffic control plan and overlay containing: [ARTEP 71-3-MTP, Task 17-3-1201/1a2]

(1) Locations for control operations. [FM 19-4, p. 166]

(2) Locations of TCPs. [FM 19-4, p. 166]

(3) Mobile patrol areas. [FM 19-4, p. 166]

(4) Locations of temporary signs. [FM 19-4, p. 166]

(5) Locations of other MP control functions. [FM 19-4, p. 166]

(6) Locations for new control functions if alternate routes are activated. [FM 19-4, p. 166]

c) MP support annexes to the brigade OPORD.

2) Provides division provost marshal (PM) input in support of the preparation of other plans and orders.

a) Plans battlefield circulation control to include:

(1) Route R&S.

(2) MSR regulation and enforcement.

(3) Straggler control.

(4) Refugee control.

(5) Intelligence collecting and reporting.

(6) Information dissemination.

b) Plans area security operations to include:

(1) Local area R&S.

(2) MP response force operations.

(3) Security of designated critical assets.

(4) Security of special ammunition.

(5) Counter incursion operations.

(6) Combating terrorism.

(7) MP support to area damage control operations.

(8) Intelligence collecting and reporting.

(9) NBC detecting and reporting.

c) Plans MP support to operations requiring special considerations including MP support to: [ARTEP 71-3 MTP, Task 71-3-1201/2b]

(1) River crossing operations.

(2) Military operations in urbanized terrain (MOUT).

(3) Contingency operations.

(4) Passage of lines.

(5) Retrograde operations.

(6) Air base ground defense.

u. The brigade SO prepares input to the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1101/3]

1) Conducts COMSEC and SIGSEC planning for the brigade. [ARTEP 71-3 MTP, Task 71-3-1102/3b]

2) Prepares the COMSEC and SIGSEC portions of the EW annex to the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1102/3b]

3) Prepares the portion of the EW annex to each brigade plan or order pertaining to electronic counter countermeasures (ECCM). [ARTEP 71-3 MTP, Task 71-3-1103/1b]

4) Prepares the communications annexto the brigade OPORD.

a) Prepares annex in accordance with FM 101-5.

b) Provides the annex to the brigade XO for inclusion in the brigade OPORD.

5) Provides input to the brigade S3 for the command and signal paragraph of the brigade OPORD.

v. The brigade S1/ S1 section prepares and provides to the brigade XO the personnel portion of the service support paragraph (paragraph 4) and the personnel annex for incorporation into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1001/3]

1) Verifies the brigade task organization.

2) Provides information pertaining to personnel status of attached and subordinate units.

3) Coordinates preparation of the medical support portion of the annex.

4) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting.

5) Prepares the personnel portion of the brigade OPORD.

a) Writes portions of Paragraph 4, " service support," of the brigade OPORD to include: personnel replacement priorities, casualty evacuation priorities, and AXPs. [AN]

b) Writes mortuary affairs portion of "services" paragraph for the personnel annex of the brigade OPORD. [AN]

c) Writes "medical evacuation and hospitalization," paragraph for the personnel annex of the brigade OPORD. [AN]

d) Writes "personnel" paragraph for the personnel annex of the brigade OPORD. [AN]

w. The brigade S1 reviews the religious support plan for the brigade, prepared by the brigade chaplain, for inclusion in the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1401/3c]

x. The brigade S1 coordinates with the brigade S4 to identify personnel support priorities for incorporation into the service support overlay and paragraph of the brigade OPORD. Plots the locations of:[AN]

1) Brigade clearing station.

2) Combat support hospital.

3) Mobile army surgical hospital.

4) Corps medical assets.

z. The brigade chaplain provides the religious support plan to the brigade S1 for inclusion into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-1401/3]

aa. The brigade S4 prepares input to the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-4001/4]

1) Coordinates with the brigade staff for preparation of the brigade service support annex and overlay. [ARTEP 71-3 MTP, Task 71-3-4001/4b; AN]

a) Incorporates information from the brigade XO and FSO regarding terrain management, priority of support, road movement, refueling security, and CL V pre-positioning. [AN]

b) Incorporates information from the S1 regarding unit strength reporting, personnel management, EPW status, and brigade discipline, law, and order. [AN]

c) Incorporates information from the FSB commander regarding all classes of supplies, services and maintenance, unit trains locations, and priority of support and maintenance. [AN]

d) Coordinates with the brigade S1, the G1, and G4 to provide input to the WSRO plan. [AN]

f) Confirms and lists logistics support requirements for brigade intelligence operations with the brigade S2. [ARTEP 71-3-MTP, Task 71-3-4002]

(1) EW equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3g]

(2) PSYOP equipment and supplies. [ARTEP 71-3-MTP, Task 71-3-4002/3h]

h) Confirms HNS and lists logistics support requirements for brigade civil/military operations based on the brigade S5's determination of mission to support civilian population. [ARTEP 71-3-MTP, Task 71-3-5001/2c]

(1) Number of civilian refugees and internees in each collection camp, assembly area, and dislocated civilian camp requiring logistical support from the brigade. [ARTEP 71-3-MTP, Task 71-3-4002/4b; 5004/1b]

(2) Other civilian support requirements. [ARTEP 71-3-MTP, Task 71-3-5001/2c2]

(a) Food, water, heating, and cooking fuel. [AN]

(b) Shelter. [AN]

(c) HSS. [AN]

i) Coordinates with the brigade S5 to plan for control of civilian refugees with the brigade S3. [ARTEP 71-3-MTP, Task 71-3-5004/2c]

(1) Determines and lists the priorities for allocation of resources for control or evacuation of dislocated civilians. [ARTEP 71-3-MTP, Task 71-3-5004/2c3]

(2) Determines and lists the priorities and allocations of supplies and equipment for civilian assistance. [ARTEP 71-3-MTP, Task 71-3-5004/2c6]

(3) Determines and lists the requirement to support division refugee collection points. [AN]

j) Coordinates with the FSB support operations section to complete plans for support of tactical operations, based on war-gaming and the brigade commander's decisions. Incorporates relevant information in brigade service support annex. [ARTEP 63-216-MTP, Task 63-1-1013]

(1) Identifies FSB capability to support operation. [AN]

(2) Identifies resources to satisfy supply requirements. [AN]

(3) Finalizes plans for support of offensive operations. [AN]

(a) Increased quantities of meals, ready to eat, CL III, and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4]

(b) Decreased quantities of CL IV, CL V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4]

(c) Positioning of ammunition, petroleum, oil, and lubricants (POL), medical, and maintenance elements forward as lines of support increase. [ARTEP 63-216-MTP, Task 63-1-1013/8b]

(d) Standardized, pre-configured ammunition loads based on expected ammunition haul requirements. [LL-CALL Newsletter No. 94-2, p. II-2]

(e) Prepositioning of combat-load configured supplies in brigade and battalion trains. [LL-CALL Newsletter No. 94-2, p. I-4]

(f) Aerial resupply. [ARTEP 63-216-MTP, Task 63-1-1013/8d]

(g) Uploading equipment and supplies on unit organic vehicles. [AN]

(h) Forward tactical refuel points. [LL-CALL Newsletter No. 94-2, p. I-4]

(i) ROM. [FM 71-3, p. H-70]

1 Confirmation of ROM method to be used (e.g., plus up or time on pump). [FN-NTC CSS OCs]

2 Prioritization of brigade units to receive ROM. [FM 71-3, p. H-70]

3 Determination of the quantities of fuel required for each vehicle, based on ROM method designated. [FM 71-3, p. H-70]

4 Identification of scheduled times. [FM 71-3, p. H-70]

5 Identification of locations. [FM 71-3, p. H-70]

6 Identification of routes to be used. [FM 71-3, p. H-70]

7 Determination of time on site for each group of vehicles. [FM 71-3, p. H-70]

8 Determination of convoy configuration being used by brigade units. [AN]

(j) FLE. [AN]

1 FSB prepared to stock FLE with CL III, V, and water. [FN-NTC CSS OCs]

2 Coordination is being made for Bn TFs to collocate CL III/V with FLE in preparation for refuel/rearm during tactical pauses. [FN-NTC CSS OCs, mod.]

(k) Brigade LRP. [AN]

(l) Prepackaged sets of CL VIII supplies pushed through the FSB medical company to task force aid stations. [LL-CALL Newsletter No. 94-2, p. I-5]

2) The brigade S4 prepares paragraph 4a, brigade general concept of support of the brigade OPORD, including: [ARTEP 71-3-MTP, Task 71-3-4001/4d/4e; FN-NTC CSS OCs]

a) An overall visualization of the concept of support for before, during, and after operations, describing how the operation will be logistically supported. [FM 101-5, p. H-75]

b) A brief synopsis of the support mission. [FM 101-5, p. H-75]

c) Locations of support headquarters and areas. [FM 101-5, p. H-76]

d) Locations of DISCOM logistics bases. [FM 101-5, p. H-76]

e) Division support priorities and where the brigade fits in those priorities. [FM 101-5, p. H-76]

f) Division CSS units supporting the brigade. [FM 101-5, p. H-76]

g) Priorities of support for before, during, and after the operation, if they remain the same throughout the operation. [FM 101-5, p. H-76]

h) Significant, critical, unusual, and non-FSOP CSS issues that might impact on the overall operation. [FM 101-5, p. H-76]

i) Support of non-brigade elements directed by division. [AN]

j) Phased structure consistent with the tactical concept of the operation. [CGSC Text 101-6, p. 1-16]

k) Addresses any significant risk to the operation presented by any logistics functional area, identified by before, during, and after the operation phases, considering logistics functional areas such as: [FM 101-5, p. H-76]

(1) General areas of interest. [CGSC Text 101-6, p. 1-19]

(a) Support boundaries, areas, and relationships. [CGSC Text 101-6, p. 1-18]

(b) Support of attached or detached forces. [CGSC Text 101-6, p. 1-18]

(c) CSS actions in assembly areas, staging areas, and attack positions. [CGSC Text 101-6, p. 1-18]

(d) Planned locations and projected displacements of logistics support units and areas. [CGSC Text 101-6, p. 1-18]

(e) Support provided by/to higher or adjacent units. [CGSC Text 101-6, p. 1-18]

(f) Unusual support arrangements, such as ROM, FLE, brigade LRP, etc. [CGSC Text 101-6, p. 1-18]

(g) CSS actions in support of security and/or deception operations. [CGSC Text 101-6, p. 1-18]

(h) Host nation support arrangements. [CGSC Text 101-6, p. 1-18]

(i) CSS task organization. [CGSC Text 101-6, p. 1-18]

(j) Unusual and/or critical impact of weather, terrain, and security on CSS operations. [CGSC Text 101-6, p. 1-18]

(k) Extended operations (e.g., long distances, extended time periods). [AN]

(2) Priorities. [FM 101-5, p. H-76]

(a) By unit. [CGSC Text 101-6, p. 1-21]

(b) For personnel replacements. [CGSC Text 101-6, p. 1-21]

(c) Maintenance and/or recovery and evacuation, by unit and equipment type. [CGSC Text 101-6, p. 1-21]

(d) Route use. [CGSC Text 101-6, p. 1-21]

(3) Manning. [FM 101-5, p. H-76]

(a) Priorities for personnel replacements. [CGSC Text 101-6, p. 1-19]

(b) Personnel status and replacement operations, such as WSRO. [CGSC Text 101-6, p. 1-19]

(c) Projected casualties and their effect on combat readiness. [CGSC Text 101-6, p. 1-19]

(d) Requirements for mortuary affairs operations and support. [CGSC Text 101-6, p. 1-19]

(4) Arming. [FM 101-5, p. H-76]

(a) Basic load status. [CGSC Text 101-6, p. 1-19]

(b) Operational loads. [CGSC Text 101-6, p. 1-19]

(c) RSR versus CSR. [CGSC Text 101-6, p. 1-19]

(d) CSR sub-allocation. [CGSC Text 101-6, p. 1-19]

(e) Ammunition prestocking arrangements. [CGSC Text 101-6, p. 1-19]

(f) Forecasted requirements. [CGSC Text 101-6, p. 1-19]

(g) Priorities for ammunition. [CGSC Text 101-6, p. 1-19]

(h) Ammunition transfer point (ATP) and ammunition supply point (ASP) general locations. [CGSC Text 101-6, p. 1-19]

(i) Distribution methods. [CGSC Text 101-6, p. 1-19]

(j) Combat configured loads. [CGSC Text 101-6, p. 1-19]

(k) Emergency resupply procedures. [CGSC Text 101-6, p. 1-19]

(l) Expenditure restrictions. [CGSC Text 101-6, p. 1-19]

(m) Monitoring and reporting requirements. [CGSC Text 101-6, p. 1-19]

(n) Explosive ordnance disposal support. [CGSC Text 101-6, p. 1-19]

(o) Significant risks. [CGSC Text 101-6, p. 1-19]

(5) Fueling. [FM 101-5, p. H-76]

(a) Current status (in vehicles and in bulk carriers or storage). [CGSC Text 101-6, p. 1-19]

(b) Anticipated requirements. [CGSC Text 101-6, p. 1-19]

(c) Priorities for fuel. [CGSC Text 101-6, p. 1-19]

(d) En route requirements and operations. [CGSC Text 101-6, p. 1-19]

(e) Bulk refueling procedures. [CGSC Text 101-6, p. 1-19]

(f) ROM. [CGSC Text 101-6, p. 1-19]

(g) Forward area rearm/refuel operations. [CGSC Text 101-6, p. 1-19]

(h) Refuel assets. [CGSC Text 101-6, p. 1-19]

(i) Systems capabilities. [CGSC Text 101-6, p. 1-19]

(j) Distribution plan and methods. [CGSC Text 101-6, p. 1-19]

(k) Fuel allocations. [CGSC Text 101-6, p. 1-19]

(l) Displacement of fuel and refueling assets. [CGSC Text 101-6, p. 1-19]

(m) Significant risks. [CGSC Text 101-6, p. 1-19]

(6) Fixing. [FM 101-5, p. H-76]

(a) WSRO procedures. [CGSC Text 101-6, p. 1-20]

(b) Distribution methods for CL VII and XI. [CGSC Text 101-6, p. 1-20]

(c) Priorities for maintenance and evacuation, by unit and by system. [CGSC Text 101-6, p. 1-21]

(d) Locations and displacements of maintenance and repair part supply units. [CGSC Text 101-6, p. 1-20]

(e) Evacuation procedures. [CGSC Text 101-6, p. 1-20]

(7) Moving. [FM 101-5, p. H-76]

(a) Transportation requirements, logistic versus tactical. [CGSC Text 101-6, p. 1-20]

(b) Priorities for movement and route use, by unit and/or by commodity. [CGSC Text 101-6, p. 1-20]

(c) Traffic control requirements. [CGSC Text 101-6, p. 1-20]

(d) Transportation unit/asset displacements. [CGSC Text 101-6, p. 1-20]

(e) Throughput operations. [CGSC Text 101-6, p. 1-20]

(f) Security of LOCs. [CGSC Text 101-6, p. 1-20]

(g) Supply routes. [CGSC Text 101-6, p. 1-20]

(h) Route maintenance requirements. [CGSC Text 101-6, p. 1-20]

(i) HET priorities. [CGSC Text 101-6, p. 1-20]

(j) Back haul priorities. [CGSC Text 101-6, p. 1-20]

(k) Extended movement distances. [AN]

(8) Sustaining. [FM 101-5, p. H-76]

(a) Reconstitution. [CGSC Text 101-6, p. 1-20]

(b) Classes of supply I, II, IV, VI, and VIII. [CGSC Text 101-6, p. 1-20]

(c) Distribution methods, such as supply point or unit. [CGSC Text 101-6, p. 1-20]

(d) Support from other sources. [CGSC Text 101-6, p. 1-20]

(e) Refugees. [CGSC Text 101-6, p. 1-20]

(f) Field services. [CGSC Text 101-6, p. 1-20]

(g) Locations of medical treatment facilities. [CGSC Text 101-6, p. 1-20]

3) Submits paragraph 4 of the brigade OPORD to the brigade XO. [ARTEP 71-3 MTP, Task 71-3-4001/4e]

4) The brigade S4 prepares the brigade service support annex in coordination with the brigade S1 and the FSB staff, which includes: [ARTEP 71-3-MTP, Task 71-3-4001/4b]

a) Situation, including information affecting service support not included in paragraph 1 of the brigade OPORD, such as: [FM 101-5, p. H-158]

(1) Enemy service support. [FM 101-5, p. H-158]

(2) Division and adjacent unit service support plans. [FM 101-5, p. H-158]

(3) Other service support resources supporting the brigade. [FM 101-5, p. H-158]

b) Mission, concisely stating the service support mission. [FM 101-5, p. H-158]

c) Execution, briefly stating the proposed service support operation. [FM 101-5, p. H-159]

(1) Priorities. [FM 101-5, p. H-159]

(2) Tasks to subordinate service support units. [FM 101-5, p. H-159]

(3) Coordinating instructions which apply to twoor more subordinate units. [FM 101-5, p. H-159]

d) Service support (materiel and services), including the detailed CSS information about each logistic function that was not addressed in the concept of support, organized by before, during, and after the operation. [FM 101-5, p. H-159; CGSC Text 101-6, p. 1-16]

(1) Supply, provided by class of supply, to include: [FM 101-5, p. H-159]

(a) Priorities by unit. [CGSC Text 101-6, p. 1-16]

(b) Priorities by class of supply. [CGSC Text 101-6, p. 1-16]

(c) CSR for CL V, as established by the brigade commander and the brigade S3. [FM 101-5, p. 3-16, 3-23]

(2) Transportation, identifying: [FM 101-5, p. H-159]

(a) Facility locations. [CGSC Text 101-6, p. 1-16]

(b) Traffic control. [CGSC Text 101-6, p. 1-16]

(c) MSRs and ASRs. [CGSC Text 101-6, p. 1-16]

(d) Critical shortages. [CGSC Text 101-6, p. 1-16]

(3) Services, identifying: [FM 101-5, p. H-159]

(a) Unit providing service. [CGSC Text 101-6, p. 1-16]

(b) Time and location service available. [CGSC Text 101-6, p. 1-16]

(4) Labor. [FM 101-5, p. H-159]

(5) Maintenance, including: [FM 101-5, p. H-159]

(a) Priority of maintenance (by unit and type equipment). [CGSC Text 101-6, p. 1-16]

(b) Locations of facilities and collection points. [CGSC Text 101-6, p. 1-16]

(c) Timelines. [CGSC Text 101-6, p. 1-16]

(d) Evacuation procedures. [CGSC Text 101-6, p. 1-16]

(6) Details and numerical data relevant to the operation and of primary interest to unit logistic personnel. [CGSC Text 101-6, p. 1-17]

(7) Composition and location of all key CSS elements, such as: [AN]

(a) BSA. [AN]

(b) FLE. [AN]

(c) AXPs. [AN]

(d) Brigade rear CP. [AN]

(e) ROM sites. [AN]

(f) LRPs. [AN]

e) Sustainment controls and priorities for all classes of supplies. [AN]

5) Submits draft CSS annex to the FSB commander for review. [AN]

6) The brigade S4 prepares CSS overlays for incorporation into the brigade OPORD, which include primary and alternate locations and routes for: [ARTEP 71-3-MTP, Task 71-3-4001/4g; FN-NTC CSS OCs]

a) Current and proposed logistics areas (e.g., BSA, FLE, AXPs, and LRPs). [CGSC Text 101-6, p. 1-24,]

b) Boundaries for CSS responsibilities. [CGSC Text 101-6, p. 1-24]

c) Major headquarters. [CGSC Text 101-6, p. 1-24]

d) CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Text 101-6, p. 1-24,]

e) Critical resources (potable water, etc.). [CGSC Text 101-6, p. 1-24]

f) MSR from division support area (DSA) to BSA. [CGSC Text 101-6, p. 1-24]

g) Supply routes from BSA to LRPs. [CGSC Text 101-6, p. 1-24]

h) LRPs. [FN-NTC CSS OCs]

i) AXPs. [FN-NTC CSS OCs]

j) Maintenance collection points. [FN-NTC CSS OCs]

k) Decontamination points. [FN-NTC CSS OCs]

l) ATPs. [FN-NTC CSS OCs]

m) FLE locations. [AN]

7) Submits the service support annex, CSS overlay, and support matrix to the brigade XO for incorporation into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-4001/4c]

8) Plans transportation and movements. [ARTEP 71-3 MTP, Task71-3-4005/1]

a) Reviews and analyzes all brigade plans and orders for transportation impact.

b) Provides transportation input to all FRAGOs issued subsequent to issue of brigade OPORD/OPLAN.

c) Assists the brigade S3 in planning and preparing for tactical and administrative motor marches and by preparing administrative movement orders and march tables. Appropriate detail is incorporated into the OPORD.

d) Selects MSR and other supply routes, and affects subsequent coordination with higher headquarters movements managers.

e) Assists the brigade S3 in planning for the use of logistical airlift.

9) Develops administrative movement plans as required. Appropriate details are incorporated into the OPORD. [ARTEP 71-3 MTP, Task 71-3-4001/4f]

10) The brigade S4 prepares the logistics execution matrix for inclusion in the brigade OPORD. [FN-NTC CSS OCs]

a) The matrix: [LL-CALL Newsletter No. 94-2, p. II-4]

(1) Fits on one page. [LL-CALL Newsletter No. 94-2, p. II-4]

(2) Lists all classes of supply, maintenance, and services. [LL-CALL Newsletter No. 94-2, p. II-4]

(3) Covers a minimum of the next 24 hours. [LL-CALL Newsletter No. 94-2, p. II-4]

(4) Provides grid locations for LRPs, AXPs, FLEs, ROM sites, etc. [LL-CALL Newsletter No. 94-2, p. II-4]

(5) States time windows for issue and receipts for all units. [LL-CALL Newsletter No. 94-2, p. II-4]

(6) Provides priorities by unit and commodity. [LL-CALL Newsletter No. 94-2, p. II-4]

(7) Is linked to the maneuver execution (e.g., phase line, objective) matrix. [AN]

b) The matrix addresses the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs]

(1) Priorities. [CGSC Text 101-6, p. 1-25]

(2) Shifts in priorities. [CGSC Text 101-6, p. 1-25]

(3) Critical events. [CGSC Text 101-6, p. 1-25]

(4) Critical actions. [CGSC Text 101-6, p. 1-25]

(5) Critical times. [AN]

c) The matrix addresses trigger points for support tasks. [LL-CALL Newsletter No. 92-5, p. 8]

(1) Phases (such as changing from offense to defense or pursuit). [LL-CALL Newsletter No. 92-5, p. 8]

(2) Phase lines. [LL-CALL Newsletter No. 92-5, p. 8]

(3) Specific times. [LL-CALL Newsletter No. 92-5, p. 8]

(4) Significant events. [LL-CALL Newsletter No. 92-5, p. 8]

d) The matrix identifies use of control measures to: [LL-CALL Newsletter No. 92-5, p. 8]

(1) Effect timely support. [LL-CALL Newsletter No. 92-5, p. 8]

(2) Avoid enemy interdiction. [LL-CALL Newsletter No. 92-5, p. 8]

(3) Prevent fratricide. [LL-CALL Newsletter No. 92-5, p. 8]

e) The matrix identifies routes available for resupply and whether the designated routes will be passable, from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time, projected traffic is not heavy enough to interfere with logistics convoy operations), for resupply vehicles at the logistics trigger points specified in the plan. [LL-CALL Newsletter No. 92-5, p. 9]

11) The brigade S4 finalizes plans for support of defensive operations. Appropriate information is included in the OPORD. [AN]

a) Increased quantities of B-rations, CL IV, CL V, and field services. [LL-CALL Newsletter No. 94-2, p. I-4]

b) Decreased quantities of CL III and maintenance. [LL-CALL Newsletter No. 94-2, p. I-4]

c) Recovery operations during retrograde. [AN]

d) Stockpiling of limited amounts of CLs III, IV, and V in centrally located battle positions. [ARTEP 63-216-MTP, Task 63-1-1013/9a]

e) Locations for prepositioning of supplies. [FM 101-5, p. F-28]

f) Echeloning support elements and supplies in depth throughout the defensive area. [ARTEP 63-216-MTP, Task 63-1-1013/9b]

g) Infiltration techniques for LOGPAC operations. [ARTEP 63-216-MTP, Task 63-1-1013/9c]

h) Conduct of LOGPACs during periods of limited visibility to reduce detection. [ARTEP 63-216-MTP, Task 63-1-1013/9c]

i) Evacuation or repositioning of supplies and equipment to planned fallback points (e.g., movement of engineer equipment, CL IV, and CL V). [ARTEP 63-216-MTP, Task 63-1-1013/10c]

j) Destruction of supplies and equipment (except medical). [ARTEP 63-216-MTP, Task 63-1-1013/10d]

k) Limitations on forward movement of supplies during retrograde operations. [ARTEP 63-216-MTP, Task 63-1-1013/10b]

12) Finalizes plans for support of anticipated surge requirements based on expected flow of the battle. Appropriate information is included in OPORD. [AN]

13) Finalizes plans for night and reduced visibility resupply operations. Appropriate information is included in OPORD. [ARTEP 63-216-MTP, Task 63-1-1013/2f]

bb. The brigade surgeon provides input to the brigade S4 for the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3 71-3-1301]

1) Develops the HSS plan. [ARTEP 71-3 MTP, Task 71-3-1301/1]

a) Ensures that the plan provides for: [ARTEP 71-3 MTP, Task 71-3-1301/1b]

(1) System of treatment and patient evacuation, including air MEDEVAC by Army air ambulances.

(2) Dental support.

(3) Mental health and optometry.

(4) Patient support services (such as laboratory and x-ray).

(5) Preventive medicine services.

(6) Establishment or relocation of facilities.

(7) Medical supply and maintenance support, including technical inspection and status report.

(8) Medical intelligence, including the examination, processing, and disposition of captured medical supplies and equipment.

(9) HSS aspects of rear battle, offense, defense, retrograde, and special operations.

(10) Medical records and reports.

(11) Medical operations in an NBC environment.

b) Ensures that the plan supports the commander's intent. [ARTEP 71-3 MTP, Task 71-3-1301/1c]

c) Briefs the plan to the commander. [ARTEP 71-3 MTP, Task 71-3-1301/1d]

2) Prepares the medical annex. [ARTEP 71-3 MTP, Task 71-3-1301/3a]

a) Prepares annex in accordance with FM 101-5.

b) Reflects consideration of factors of METT-T.

c) Bases assessment on facts and valid assumptions.

d) Provides for use of existing resources.

e) Provides for necessary organization and controls that are flexible, simple, and complete.

f) Includes all appropriate medical service support requirements not covered in the command SOP.

g) Ensures that the annex supports the commander's intent, is compatible with higher headquarters medical plans and orders, and is properly coordinated.

h) Provides annex to the brigade S4 or brigade XO for incorporation into the brigade OPORD.

cc. The brigade S5 develops the CMO annex of the brigade OPORD: [ARTEP 71-3 MTP, Task 71-3-5001/1]

1) Considers the current civil affairs situation to include the attitude toward U.S. Forces, shelter, food, water, sanitation, medical, and whether the population is moving or stationary.

2) Receives higher headquarters' CMO guidance.

3) Receives brigade commander's guidance.

4) Coordinates with applicable staff sections for current situation and guidance relevant to CMO.

5) Identifies potential impact of civilian population on brigade operations.

6) Develops a plan to meet brigade CMO requirements and to minimize civilian interference with brigade operations which includes: [ARTEP 71-3 MTP, Task 71-3-5004/2]

a) Rules of engagement (ROE). Policy on relations between civilian and military personnel.

b) Allocation of MP assets to facilitate population control.

c) Priorities and allocations of supplies and equipment for civilian assistance.

d) Availability of medical supplies, resources, and personnel to augment the civilian community's resources.

e) Availability of non-brigade units and personnel to function in a CMO advisory or assistance role.

f) The use of other than CA units in the performance of CMO missions.

g) Intelligence collection.

h) Assistance in determining the capabilities of HN governmental agencies.

i) Procedures for screening civilian populace to uncover agents and saboteurs.

j) PSYOP unit support necessary to permit communication with the local civilian population.

k) Priorities for allocation of resources.

l) Sanitation efforts.

m) Tactical requirements for control of civilian traffic.

n) Selection of routes to be used for movement of civilian personnel.

o) Instructions concerning evacuation of refugees.

7) Develops a plan for the employment of local civilian capabilities to support brigade operations. [AN]

8) As appropriate, develops a plan for brigade CMO that provides guidance and direction for dealing with the civilian populace on termination of operations. [AN]

9) Briefs the commander on the proposed plan to meet brigade CMO requirements and to minimize civilian interference with US military operations. [ARTEP 71-3 MTP, Task 71-3-5004/2j]

10) Provides the plan to meet brigade CMO requirements and to minimize civilian interference with US military operations in the form of input to the brigade OPORD and as a CMO annex to the brigade S3 or brigade XO for incorporation into the brigade OPORD. [ARTEP 71-3 MTP, Tasks 71-3-5001/1, 71-3-5004/2k]

dd. The brigade commander reviews and approves the completed brigade OPORD: [AN]

1) With the brigade XO and brigade S3, reviews the mission statement, commander's intent, concept of the operation, task forces' tasks, and the synchronization matrix.

2) With the FSCOORD or the FSO, reviews the fire support plan.

3) With the brigade engineer, reviews mobility, countermobility, and survivability plans.

4) With other brigade staff officers, reviews other critical aspects of the brigade order, as required.

ee. The brigade commander and staff, when time is constrained, use pre-formatted orders and graphics to reduce preparation time. [FN-NTC OC]

Outcome 2

Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.

Task Elements

2. **The brigade receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 71-123, ARTEP 71-3 MTP, Task 71-3-0001]

a. When the corps or division headquarters order (WARNO or OPORD) is received, the brigade XO or "battle captain" informs the commander of content of the order as soon as the situation permits. Critical information communicated includes: [ARTEP 71-3 MTP, Task 71-3-0001/5]

9) Critical timelines.

b. The brigade XO initiates the SOP process to brief/inform the entire battle staff on the content of the division order. [ARTEP 71-3 MTP, Task 71-3-0001/2]

1) The division order, or appropriate parts, are reproduced and distributed to: [FM 71-123, p. 1-12]

a) Appropriate brigade staff members to include ADO and MP platoon leader.

b) FSB staff.

c) Engineer battalion staff.

d) DS FA battalion staff.

e) DS MI Co Cdr.

2) The brigade staff initiates the development of the brigade WARNO.

c. The brigade XO ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44; ARTEP 71-3 MTP, Task 71-3-0001/7]

f. The brigade XO directs the efforts of the brigade staff in preparation for implementing the brigade MDMP. [ARTEP 71-3- MTP, Task 71-3-0001]

1) Upon receipt of the higher headquarters order, the brigade XO develops a planning and preparation timeline for the staff. [ARTEP 71-3 MTP, Task 71-3-0001/2]

2) The brigade XO ensures that LNOs are:

a) Dispatched as required with relevant information. [ARTEP 71-3 MTP, Task 71-3-0001/4]

b) Received from other units and given an orientation briefing. [AN]

3) The brigade XO, in conjunction with the brigade S3, prepares to issue an initial WARNO by receiving information from the entire brigade staff. (For detailed WARNO description refer to BF 18, Task 4). [ARTEP 71-3 MTP, Task 71-3-3001/1f]

g. The brigade commander and designated personnel, based on SOP (e.g., FSCOORD, engineer battalion commander, brigade S3, and brigade FSO), attend the division orders brief. [AN]

i. The brigade XO ensures that maximum information is provided to subordinate units during the planning process to facilitate concurrent planning. [LL - CALL Newsletter No. 93-3, p. 3; AN]

j. The brigade commander and staff implement, when required, the MDMP in a time-constrained environment by employing time-reducing procedures, such as: [AN]

1) The brigade commander collocates with the staff.

2) Procedures for the receipt of an order are SOP and have been drilled in training.

3) The brigade commander communicates critical information requirements prior to mission analysis; for example:

a) Location and status of all brigade staff officers and "slice" leaders.

b) Staff planning timeline.

3. **The brigade commander and staff conduct mission analysis.** [ARTEP 71-3 MTP, Task 71-3-0001; FM 101-5, p. 4-11]

b. The brigade staff conducts mission analysis of the division order. [FM 101-5, p. 4-11]

4) The brigade staff members individually conduct mission analyses, following the steps of the mission analysis, and prepare notes to be integrated into the consolidated brigade mission analysis product. [FM 101-5, p. 4-11]

j) The brigade ADO performs mission analysis of the division order and determines: [ARTEP 71-3 MTP, Task 71-3-6002/1; FM 6-20-10, p. 2-3]

(9) Writes the air defense WARNO instructing air defense units to coordinate a link-up of direct support units and task forces. [AN]

(a) Submits the air defense WARNO to the brigade XO for approval.

(b) Issues air defense WARNO to AD units.

p) The brigade S4 conducts mission analysis of the division order, in coordination with the FSB support operations officer/section: [ARTEP 71-3 MTP, Task 71-3-4001/2; FM 6-20-10, p. 2-3; FN-3/24 ID]

(15) Ensures the dissemination of logistics information resulting from mission analysis to the FSB support operations section and FSB S2/3 to support their parallel planning. [FN-NTC CSS OCs]

g. The brigade commander (and staff, when required) employs the MDMP in a time-constrained environment: [FM 101-5, p. 4-15]

1) The brigade commander personally conducts the mission analysis.

2) The mission analysis is jointly conducted by the commander and staff in the form of a "brainstorming session."

3) Each staff officer has a quick reference list of potential key mission analysis issues for consideration during each type of mission. [LL - CTC Bulletin No. 95-4]

4. **The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order (WARNO).** [ARTEP 71-3 MTP, Task 71-3-0001/7; FM 101-5, p. 4-15]

a. The brigade XO ensures that the brigade WARNOs are prepared and issued in 5-paragraph format and: [ARTEP 71-3 MTP, Task 71-3-3001/1f; 2; FM 101-5, p. H-13]

1) Provide major timeline events which accompany mission execution. [FM 101-5, p. H-14]

2) Provide planning focus to subordinate unit commanders and staff. [FN-IN School]

3) Provide essential details of the impending brigade operation. [FM 101-5, pp. 4-55, H-14]

b. The brigade XO or S3, in conjunction with other staff officers, prepares brigade WARNOs, as often as is required and is feasible (normally a minimum of three WARNOs are issued during the conduct of the MDMP), which include critical information available at the time of the WARNO, such as: [FM 101-5, p. H-14; ARTEP 71-3 MTP, Task 71-3-3001/1f]

8) Earliest time of movement or degree of notice the brigade commander will provide to brigade units for performing tasks or activities. [FM 101-5, p. H-14]

9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]

10) Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]

11) Information for the brigade orders group, which includes: [FM 101-5, p. H-14]

a) The rendezvous point and time for assembly of a brigadeorders group. [FM 101-5, p. H-14]

b) Guidance on attendance of subordinate commanders and staff for the brigade orders group. [FM 101-5, p. H-14]

12) Guidance, time, and location requirements established by the brigade commander for issuing written orders. [FM 101-5, p. H-14]

13) Estimated timeline. [FM 101-5, p. H-43]

c. The brigade S3 section issues a WARNO which: [ARTEP 71-3 MTP, Task 71-3-30011/1]

1) Is received by all brigade units and staff members. [AN]

2) Provides subordinate unit commanders and staff with maximum planning time. [FM 101-5, p. 4-55, H-13]

3) Provides brigade subordinate units maximum information upon which to conduct parallel planning. [AN; FN-CTC OC]

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]

c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]

7) Time plan. [FM 101-5, p. 4-23]

a) Time allocated for planning and preparation to the brigade staff and to subordinate units. [FM 101-5, p. 4-23]

b) The brigade commander determines when, where, and how the brigade OPORD will be issued. [FM 101-5, p. 4-23 - 4-24]

10) The type of planning process the brigade will use to develop the order. [FM 101-5, p. 4-7 - 4-8; FN-IN School]

a) Unconstrained planning process: assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; FN-IN School]

b) Time-constrained planning process: used when time is constrained; commander provides one or more COAs to be developed, war gamed, and briefed for decision. [FM 101-5, p. 4-7; FN-IN School]

e. The brigade commander, when required, employs the military decision-making process in a time-constrained environment, and issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN-IN School]

1) Shortens planning time by giving more detailed and directive guidance.

2) Adds focus to staff planning by stating options he does not want the staff to consider.

3) Describes restrictions on planning and employment of fires. [FN-IN School]

6. **The brigade commander and staff prepare estimates.** [FM 71-3, p. I-1; FM 101-5, p. 4-4]

y. The brigade staff officers provide updated information and products to subordinate and supporting battalions to facilitate parallel planning. [FM 101-5, p. 4-15]

aa. The brigade commander, when employing the military decision-making process in a time-constrained environment, provides focus to the information to be gathered during the preparation of the estimates. [FM 101-5, pp. 4-43 and 4-44]

7. **The brigade commander and staff develop course(s) of action.** [ARTEP 71-3 MTP, Task 71-3 Task 71-3-30012f; FM 101-5 p. 4-26; FM 71-123]

j. COA information is provided to subordinate battalions to facilitate parallel planning: [FM 101-5, p. 4-26]

1) The ABE section provides COA sketches to the engineer battalion XO. [AN]

2) The brigade FSO provides COA sketches to the FA battalion S3. [AN]

3) The FSB support operations officer provides COA sketches to the FSB S2/3. [AN]

4) The ADALO provides COA sketches to the ADA battery commander. [AN]

5) The brigade XO provides COA sketches to the subordinate Bn TFs.

l. The brigade commander takes action to develop COAs when time is constrained. [FM 101-5, pp. 4-43 - 4-44]

1) Limits the number of COAs to be considered.

2) Provides the staff with a specific COA(s).

3) Gives the staff more specific guidance on how to develop COA(s).

4) Remains with the staff and helps develop the COA(s).

5) Develops the COA(s) personally.

8. **The brigade commander and staff analyze course(s) of action.** [ARTEP 71-3 MTP, Task 71-3-3001; FM 101-5, p. 4-28]

h. The brigade commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]

1) Personally performing all the steps of the war-gaming.

2) Adhering to all the required principles.

3) Having as many of the staffpresent with the commander as possible, given the tactical situation.

4) Considering all elements of combat power.

5) Using less time-consuming war-gaming methods such as the critical points (box method).

9. **The brigade staff compares COAs.** [ARTEP 71-3 MTP, Task 71-3-3001/3a; FM 101-5, p. 4-32]

g. Information resulting from the brigade commander's decision is provided to the supporting battalion staffs to facilitate parallel planning. [AN]

1) The ABE provides the selected brigade COA andwar-gaming notes to the engineer battalion XO.

2) The FSO provides the selected brigade COA and war-gaming notes to the FA battalion S3.

3) The FSB support operations officer provides the selected brigade COA and war-gaming notes to the FSB S2/3.

4) The ADA battery commander provides the selected brigade COA and war-gaming notes to the ADA battalion S3 and requests air defense asset/support requirements, if applicable.

5) The brigade S3 section provides the selected brigade COA and war-gaming notes to the subordinate Bn TFs.

i. The brigade commander when time is constrained: [FM 101-5, p. 4-42]

1) Has available a prepared generic COA decision/comparison matrix to save time.

2) Reduces the number of comparison criteria.

3) Is personally involved in the COA comparison process with the staff.

4) Personally conducts the COA comparison.

10. **The brigade commander announces his decision.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, p. 4-33]

e. The brigade commander employs the MDMP in a time-constrained environment by announcing his decision with the same precision, completeness, and clarity as in the unconstrained process. [FM 101-5, Chap 4, p. 4-44]

11. **The brigade staff prepares the operations order.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, Chap 4]

a. The brigade staff, under the supervision of the brigade XO, develops a WARNO based on results of COA analysis and commander's decision. The WARNO: [ARTEP 71-3 MTP, Task 71-3-0001/3 and 8; Task 71-3-3002; Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]

1) Refines guidance and direction for ongoing R&S operations.

2) Outlines the next operation.

3) Updates other critical information.

4) Addresses special requirements to particular units.

5) Outlines CCIR.

6) Provides task organization and effective time.

7) Updates enemy situation (situation template).

8) Initiates movement.

9) Provides named areas of interest for immediate focus.

10) Updates timeline.

11) Provides concept of operation.

12) Specifies tasks to units.

13) Provides the mission statement.

14) Provides the brigade commander's intent.

15) Provides pertinent extracts taken from more detailed brigade orders.

16) Provides minimal control measures.

17) Provides timely changes to existing brigade orders.

18) Informs higher and adjacent headquarters of changes to existing brigade orders.

b. The brigade S3 section issues the WARNO after the brigade commander or a designated representative reviews and approves it. [AN]

c. The brigade XO supervises the staff in converting the war-gaming notes and commander's guidance into a written OPORD. [ARTEP 71-3 MTP, Task 71-3-0001/8; FM 101-5, p. 4-37; ARTEP 71-3 MTP, Task 71-3-3002]

1) Uses a preformatted order to develop written orders. [LL - CALL Newsletter No. 93-3, p. 27]

2) Organizes reproduction by centralizing collection of the portions of the order and its production. [LL - CALL Newsletter No. 93-3, p. 27]

3) Selects an area to reproduce the order that will not interfere with the staff's work. [LL - CALL Newsletter No. 93-3, p. 27]

4) The brigade staff uses a mimeograph or a photocopier to speed reproduction of order text. [LL - CALL Newsletter No. 93-3, p. 27]

5) The brigade staff uses a photocopier to reproduce graphics. [LL - CALL Newsletter No. 93-3, p. 27]

7) Provides format, guidance, and timeline for brigade OPORD to the brigade staff. [AN]

e. The brigade XO supervises the production of the brigade OPORD and: [ARTEP 71-3 MTP, Task 71-3-3002/2; Task 71-3-3002/3]

1) The brigade S3 section rapidly produces an accurate and complete brigade OPORD in sufficient copies by performing trained, drilled tasks and responsibilities. Employs the necessary staff. [AN]

4) The brigade commander releases the brigade OPORD for reproduction and distribution. [AN]

f. The brigade XO ensures that the brigade OPORD is characterized by: [FM 101-5, pp. H-2 - H-6; ARTEP 71-3 MTP, Task 71-3-0001/8]

6) Provision of sufficient time for subordinates to plan and prepare their own actions.

h. The brigade XO reviews staff inputs and integrates them into the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-3002]

7) Incorporates input from the brigade FSO into paragraph 3.a.2., "Fires," of the brigade OPORD. [AN]

a) The brigade XO reviews fire support plan to ensure it is in consonance with command guidance and is synchronized with the planned scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3005/1a]

(2) The brigade XO, in coordination with the brigade targeting team, finalizes CAS planning. [ARTEP 71-3 MTP, Task 71-3-3005/2]

(b) Advises subordinate units of number of CAS sorties available for planning purposes.

aa. The brigade S4 prepares input to the brigade OPORD. [ARTEP 71-3 MTP, Task 71-3-4001/4]

1) Coordinates with the brigade staff for preparation of the brigade service support annex and overlay. [ARTEP 71-3 MTP, Task 71-3-4001/4b; AN]

e) Coordinates with the brigade S3 to ensure congruence of the service support paragraph of the basic order and the CSS annex with the mission plans. [AN]

g) Coordinates with ABE and FSB for the throughput of CL IV and V material to the engineer job site(s). [ARTEP 71-3 MTP, Task 71-3-4002/1b]

dd. The brigade commander and staff, when time is constrained, use pre-formatted orders and graphics to reduce preparation time. [FN-NTC OC]

12. **The brigade commander and staff issue the operations order.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, Chap 4]

a. The brigade commander is in charge of the brigade OPORD briefing. [AN; FM 101-5, p. 4-59]

1) When possible, the brigade commander personally issues the brigade OPORD with all key individuals present. [AN; FM 101-5, p. 4-59]

a) Organizes the briefing to follow the written order format. [LL - CALL Newsletter No. 93-3, p. 31]

b) Controls the briefing to stop distractions. [LL - CALL Newsletter No. 93-3, p. 31]

c) Reviews his intent and addresses each subordinate directly to ensure that each understands how his mission relates to the brigade commander's intent. [LL - CALL Newsletter No. 93-3, p. 31]

2) The brigade XO, with approval of the brigade commander, or according to SOP, determines a staff briefing sequence, when appropriate. [ARTEP 71-3 MTP, Task 71-3-0001/8; AN]

3) The brigade commander and staff issue the brigade OPORD employing techniques to facilitate understanding and coordination. [FM 101-5, p. 4-59]

a) When feasible, the brigade commander issues the brigade OPORD to subordinates on-the-ground forward in the battle area where they can see the terrain. [FM 101-5, p. 4-59; LL- CALL Newsletter, No. 90-3, p. 31]

b) A location is chosen to issue the brigade OPORD that reduces travel time for key leaders.

c) A location is chosen to issue the brigade OPORD that enhances OPSEC.

d) The brigade staff prepares sketch charts and graphic aids to enhance the brigade OPORD brief. [LL - CALL Newsletter, No. 93-3, p. 31; FM 101-5, p. 4-59]

4) All brigade key staff and subordinates are present at the brigade OPORD issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]

5) The brigade commander and staff issue the brigade OPORD within 1/3 of the total time available. [ARTEP 71-3 MTP, Task 71-3-3002]

a) The brigade XO ensures that the "1/3 time" includes time required for planning, and all brigade directed activities and events (e.g., rehearsals, leaders reconnaissance) which impact on subordinate leaders' time. [LL - CTC Bulletins No. 94-1, p. 20 and No. 93-4, p. 8]

b) The engineer battalion commander, brigade S3, or ABE, briefs the engineer portion of the brigade OPORD and the engineer scheme of support. [AN]

c) The DS field artillery battalion commander or FSO briefs the fire support portion of the brigade OPORD. [AN]

d) The brigade S3 ensures that all key commanders/leaders receive copy of brigade OPORD with all appropriate attachments and overlays. [ARTEP 71-3 MTP, Task 71-3-3002]

e) Subordinate leaders and staff members are provided timing of and guidance for subsequent brief-backs and rehearsals.

b. The brigade commander conducts confirmation briefs immediately after the brigade OPORD and should, as a final check, ensure clear understanding of his intent. [LL - CALL Bulletin No. 90-9, FM 101-5, p. 4-59]

1) Subordinates repeat back to the commander what the brigade OPORD has directed them to do and why, to include:

a) Critical tasks.

b) Specified missions.

c) Implied missions.

d) Own restated mission.

e) Brigade commander's intent.

f) Brigade concept of operation.

g) Synchronization requirements.

h) Branches of scheme of maneuver/concept of operation.

i) Succession of command. [LL - CTC Bulletin No. 94-1, p. 19]

2) When possible, the brigade staff participates in the confirmation briefs and:

a) Assists in clarifying issues as appropriate.

b) Captures changes directed by the brigade commander and ensures that brigade OPORD is appropriately refined.

c) Coordinates with subordinate counterparts as required.

c. After using the MDMP in time-constrained circumstances, the brigade commander may choose to issue the brigade order by: [FM 101-5, p. 4-43]

1) Issuing an oral order. [FM 101-5, p. 4-59]

2) Issuing the order concurrently with staff preparation of supporting overlays, matrices, and annexes (supporting documents are issued separately and as quickly as possible).

3) Issuing the order on-the-ground with subordinate commanders.

4) Providing only a minimal number of products to facilitate an oral order.

5) Issuing an overlay order.

Outcome 3

Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).

Task Elements

1. **The brigade commander and staff direct and lead the brigade during planning for the battle.** [AN]

    d. The brigade main CP operations are conducted. [ARTEP 71-3 MTP, Task 71-3-000-1]

        7) The brigade S3 section:

            a) The brigade S3 section disseminates necessary WARNOs and FRAGOs to all subordinate commanders. [ARTEP 71-3 MTP, Task 71-3-3010/2b]

11. **The brigade staff prepares the operations order.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, Chap 4]

    c. The brigade XO supervises the staff in converting the war-gaming notes and commander's guidance into a written OPORD. [ARTEP 71-3 MTP, Task 71-3-0001/8; FM 101-5, p. 4-37; ARTEP 71-3 MTP, Task 71-3-3002]

        4) The brigade staff uses a mimeograph or a photocopier to speed reproduction of order text. [LL - CALL Newsletter No. 93-3, p. 27]

        5) The brigade staff uses a photocopier to reproduce graphics. [LL - CALL Newsletter No. 93-3, p. 27]

    e. The brigade XO supervises the production of the brigade OPORD and: [ARTEP 71-3 MTP, Task 71-3-3002/2; Task 71-3-3002/3]

        1) The brigade S3 section rapidly produces an accurate and complete brigade OPORD in sufficient copies by performing trained, drilled tasks and responsibilities. Employs the necessary staff. [Lesson Learned]

    l. The brigade S3 section publishes the brigade OPORD in enough copies required to support the operation. [ARTEP 71-3 MTP, Task 71-3-3002; CGSC Student Text 101-5, p. 6-5]

        8) Ending:

            e) Distribution is in accordance with the TSOP and includes:

                (1) Subordinate units.

                (2) Higher units.

(3) Adjacent units.

(4) Supporting units as necessary.

m. The brigade S3 section prepares the operations overlay in the number of copies required to support the operation. [ARTEP 71-3 MTP, Task 71-3-1002/3b; AN]

12. **The brigade commander and staff issue the operations order.** [ARTEP 71-3 MTP, Task 71-3-3002; FM 101-5, Chap 4]

c. After using the MDMP in time-constrained circumstances, the brigade commander may choose to issue the brigade order by: [FM 101-5, p. 4-43]

1) Issuing an oral order. [FM 101-5, p. 4-59]

2) Issuing the order concurrently with staff preparation of supporting overlays, matrices, and annexes (supporting documents are issued separately and as quickly as possible).

3) Issuing the order on-the-ground with subordinate commanders.

4) Providing only a minimal number of products to facilitate an oral order.

5) Issuing an overlay order.

Outcome 4

Brigade operations, command and control continue during planning process.

Task Elements

1. **The brigade commander and staff direct and lead the brigade during planning for the battle.** [AN]

a. The brigade commander provides command presence and leadership to soldiers, leaders and units of the brigade. [FM 101-5, pp. 1-4 - 1-6]

b. Command group operations are conducted. [ARTEP 71-3 MTP, Task 71-3-0001/3]

1) Command group locates where it can control the brigade during the planning phase.

2) Command group moves, establishes itself, survives, and maintains command, control, communications, and intelligence (C3I) operations during displacement.

3) The brigade XO directs the efforts of the main CP.

a) Use of standard operating procedures (SOPs) for reporting. [LL - CALL Bulletin No. 90-9]

b) Distribution of common message formats and reports well in advance with rehearsals of use if possible. [LL - CALL Bulletin 90-4]

c) Convening the targeting team as required; team normally consisting of:

(1) Brigade XO (leader).

(2) Brigade FSO.

(3) Brigade S2.

(4) Brigade S3 Air.

(5) Air liaison officer (ALO) (with Marine air officer, if available and as appropriate).

(6) NGLO.

(7) AVLO.

(8) ADALO.

(9) MI company commander.

(10) Brigade targeting officer.

(11) ABE.

d) Convening the A2C2 team as required; team may include:

(1) Brigade S3 Air (leader).

(2) ADALO.

(3) Brigade S2.

(4) AVLO.

(5) NGLO.

(6) FSO.

(7) ALO.

(8) Marine air officer (if available).

4) The brigade XO ensures that LNOs or liaison NCOs are dispatched as required.

a) Provide LNO support staffed for a 24-hour capability for continuous operations. [LL - CALL Bulletin No. 90-9]

b) Provide adequate communications packages to LNOs to maintain communications with parent headquarters and units. [LL - CALL Bulletin No. 90-9, Oct 90]

c) Identify LNOs prior to the operation. Use them in planning. [LL - CALL Bulletin No. 90-9, Oct 90]

d) Position LNOs in both higher and subordinate headquarters to ensure the coordination and rapid passing of vital information. [LL - CALL Newsletter No. 92-6, p. 4]

e) Provide LNOs with required signal operation instructions (SOIs) to overcome problems with inter/intraservice operations especially during short missions. [LL - CALL Bulletin 90-4, May 90]

c. The brigade maintains communications. [FM 71-123, p. 1-41 - 143]

1) The brigade CPs maintain communications.

a) CPs establish radio communications.

b) CPs establish alternate communication means.

c) Bde SO coordinates with the brigade S3 regarding: [ARTEP 71-3 MTP, Task 71-3-1102/c(6), (7)]

(1) Communications aspects of CP locations.

(2) Recommended sites for CPs.

d) CPs use formatted products (e.g., operation schedules and execution checklists) to streamline reporting and cut transmission time. [LL - CALL Bulletin No. 90-9]

2) The brigade commander and staff ensure that continuous communications are maintained throughout the brigade. [FM 71-123, p. 1-41]

a) The brigade signal officer serves as the communications security (COMSEC) officer and supervises the activities of the COMSEC sub-account. [ARTEP 71-3 MTP, Task 71-3-1103/2]

(1) Develops the brigade SOI requirements.

(2) Maintains the brigade SOI distribution scheme.

(3) Distributes SOIs to subordinate units as required and maintains accountability.

(4) Includes SOI use in brigade plans and orders.

(5) Coordinates with higher headquarters for access to necessary SOI items.

(6) Supervises the issue and accounting for COMSEC equipment, key lists, codes, and authentication systems.

(7) Clearly defines time sharing and procedures for critical nets, especially satellite communications-facsimile. [LL - CALL Bulletin 90-4]

b) The brigade signal officer establishes and maintains the local area network (LAN) and maintains the connection with the wide area network (WAN) to ensure that the brigade maintains digital/ automated connectivity. [FN-Intel School, subject matter experts (SMEs)]

c) All brigade elements establish and maintain radio communications. [FM 71-123, p. 1-41]

d) All brigade elements establish alternate communications means. [FM 71-123, p. 1-41 - 1-42]

d. The brigade main command post operations are conducted. [ARTEP 71-3 MTP, Task 71-3-000-1]

1) All staff sections track minimal critical information (MCI). [LL - CALL, News From the Front!, Apr 94]

   a) MCI includes friendly and enemy forces':

      (1) Relative combat power.

      (2) Unit locations and activities.

      (3) Obstacle overlay.

      (4) Execution matrix (friendly).

      (5) Task organization.

      (6) Personnel status.

   b) MCI information boards are updated as situation changes, or at a minimum, every four hours.

   c) Responsibility for tracking elements of MCI is clearly defined.

2) The brigade main CP elements conduct necessary tactical movement and occupy assembly areas. [AN]

3) The brigade main CP reacts to direct and indirect fire. [AN]

4) The brigade main CP defends against air attack. [AN]

5) The brigade HHC commander supervises support of the main CP. [ARTEP 71-3 MTP, Task 71-3-1501]

   a) Supervises the movement of the main CP.

      (1) Receives general location of the proposed main CP site from the brigade XO or S3.

      (2) Reconnoiters proposed CP location.

      (3) Selects specific main CP location.

         (a) CP location provides good communication with higher, lower, and adjacent units.

(b) CP is located near routes which provide easy access.

(c) CP location avoids prominent terrain features.

(d) CP is located on the reverse slope or in defilade to provide cover and concealment.

(e) CP location possesses good drainage, supports vehicular traffic, and has sufficient space to disperse vehicles.

(4) Supervises quartering party activities.

(5) Supervises allocation of vehicle transportation support to staff elements.

b) Supervises the internal arrangement of the main CP in accordance with unit SOP.

(1) Allocates space and shelter for troops in the HQ area.

(2) Allocates space and shelter for HQ staff element.

(3) Allocates space and shelter for agencies that service the main CP.

(4) Coordinates location of support units within the HQ area

c) Supervises local security for the main CP.

(1) Coordinates with MP representatives for MP support as available.

(2) Coordinates with the brigade S2 for intelligence considerations.

(3) Establishes a perimeter defense to include:

(a) Mutually supporting defensive sectors.

(b) Target reference points.

(c) Indirect fires.

(d) Obstacles and barriers.

(4) Conducts rehearsals of the reaction force.

(5) Establishes perimeter boundaries and checkpoints.

(6) Regulates vehicular traffic in the HQ area.

(7) Develops the sentry/guard plan.

(8) Upgrades main CP defenses, e.g., fighting positions are hardened, positions are camouflaged, overhead cover is constructed, obstacles are employed, fields of fire are cleared, range cards are prepared, air guards are positioned, fire plan is integrated, indirect fires are planned and coordinated.

(9) Establishes NBC defense.

d) Provides combat service support to the main CP including attached and supporting agencies located in the HQ area.

(1) Provides food service support.

(2) Provides medical support.

(3) Treats, evacuates, and reports casualties.

(4) Provides morale and supply services.

(5) Provides all classes of supply as required.

e) Supervises maintenance of HHC equipment located at the main CP.

(1) Establishes procedures for issue/turn in of supplies and equipment.

(2) Ensures that scheduled maintenance is being performed.

(3) Ensures that unscheduled maintenance is completed as required.

6) The brigade S2 section:

a) The brigade S2 section manages the intelligence effort. [ARTEP 71-3 MTP, Task 71-3-2004]

b) The brigade S2 section, in conjunction with the brigade S3 section, monitors implementation of OPSEC measures. [ARTEP 71-3 MTP, Task 71-3-2010]

c) The brigade S2 section develops a physical security plan. [ARTEP 71-3 MTP, Task 71-3-2011]

d) The brigade S2, in conjunction with the brigade S3, monitors brigade reconnaissance. [AN]

7) The brigade S3 section:

a) The brigade S3 section disseminates necessary WARNOs and FRAGOs to all subordinate commanders. [ARTEP 71-3 MTP, Task 71-3-3010/2b]

b) The brigade S3 section executes airspace command and control in the brigade area. [ARTEP 71-3 MTP, Task 71-3-3012; ARTEP 1-100-MTP, Task 01-4-1317]

(1) The brigade S3 section establishes the brigade A2C2 operations.

(2) The brigade A2C2 element performs airspace management functions.

c) The brigade S3 section monitors the current situation. [ARTEP 71-3 MTP, Task 71-3-3003]

(1) Monitors the conduct of the operation. [ARTEP 71-3 MTP, Task 71-3-3003/1]

(a) Determines progress toward mission accomplishment based on current plan.

(b) Assesses vulnerability to enemy nuclear, biological, chemical attack.

(c) Recommends adjustments to the plan as required.

(2) Maintains current situation maps (SITMAPs), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 71-3 MTP, Task 71-3-3003/2]

(a) Location and activity of enemy and minefields and obstacles.

(b) Task organization for combat.

(c) Unit activity and commander's assessment.

(d) Unit locations.

(e) Unit weapon status (crews and equipment).

(f) Uncommitted maneuver force identification, location, and availability.

(g) Uncommitted maneuver force status (crews and equipment).

(h) CAS sorties requested, approved, completed, and remaining.

(i) Recent and present significant activities.

(j) Current and projected status of roads, bridges, and airports.

(k) Control measures.

(l) Unit critical shortages of Classes (CLs) III and V.

(m) Use of standard terms and graphics to avoid confusion when units are cross-attached. [LL - CALL Bulletin No. 90-9]

(3) Continually updates operations estimate. [ARTEP 71-3 MTP, Task 71-3-3003/3]

(a) Considers the current enemy situation, to include:

1 Enemy's most probable and most dangerous COAs.

2 Vulnerabilities.

3 Changes in enemy's order of battle or operational patterns.

4 Enemy's capability to employ NBC and EW.

(b) Determines the current friendly situation, including:

1 Disposition.

2 Composition.

3 Strength.

4 Recent and present significant activities.

5 Peculiarities and weaknesses.

6 Vulnerability to NBC enemy attacks.

(c) Maintains liaison with adjacent units.

(d) Recommends operational changes to the brigade S3 based on changing tactical conditions.

d) The brigade S3 section implements and maintains OPSEC. [ARTEP 71-3 MTP, Task 71-3-3014]

(1) Conduct operations security activities associated with the brigade CPs/C2 operations during planning phase.

(2) Monitor and direct brigade operations security during brigade planning phase.

(3) Monitor and direct brigade R&S (to include counter reconnaissance operations) during brigade planning phase.

e) The brigade S3 section directs brigade tactical road marches. [AN]

f) The brigade S3 section reacts to an enemy chemical attack. [ARTEP 71-3 MTP, Task 71-3-3015]

8) The brigade CMLO performs NBC operations. [AN]

a) Brigade CMLO directs and monitors brigade NBC operations.

b) All CPs react to a chemical attack.

c) All CPs perform hasty decontamination.

9) The ABE conducts engineer operations staff supervision. [ARTEP 71-3 MTP, Task 71-3-8005]

a) Directs and monitors brigade survivability operations.

b) Directs and monitors brigade mobility/countermobility operations.

c) Determines equipment status and readiness of engineer units.

d) Determines personnel status of engineer units.

e) Determines availability of obstacle materials.

f) Briefs the status of engineer equipment and personnel.

10) The AVLO coordinates Army aviation employment. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 1-100-MTP, Task 01-4-1322]

11) The brigade FSE section conducts fire support operations. [ARTEP 71-3 MTP, Task 71-3-9001/1]

a) Collocates the FSE at the brigade main CP.

b) Locates FSO at the brigade tactical CP.

c) Establishes and maintains communications and/or liaison with:

(1) Higher HQ intelligence agencies.

(2) DIVARTY.

(3) Other fire support facilities.

(4) Adjacent or reinforcing/reinforced artillery units.

(5) FSOs at the battalions/TFs being supported.

d) Establishes and maintains 24-hour radio communications in the following nets:

(1) Brigade fire support net (FM).

(2) FA battalion operations/fire net (FM) (digital).

(3) Division/higher HQ FSE net (FM).

(4) Brigade operations and intelligence (O&I) net. [AN]

e) Plans fires in support of brigade CP.

f) Directs and monitors fires in support of brigade operations, particularly the reconnaissance and counter-reconnaissance operations.

g) Performs target analysis. [ARTEP 71-3 MTP, Task 71-3-9004]

h) Supervises execution of fire support plan. [ARTEP 71-3 MTP, Task 71-3-9003]

i) Conducts fire support coordination in support of ground, airborne, and air assault operations. [ARTEP 71-3 MTP, Task 71-3-9002]

j) Tracks locations and status of firing batteries and mortar platoons.

12) The brigade ALO, in coordination with the Marine air officer and the S3 Air, coordinates tactical air support:

a) Monitors status of requests.

b) Receives requests for preplanned missions from subordinate elements; coordinates them with brigade FSO, obtains approval from brigade commander, and submits requests to division CP.

c) Monitors requests for immediate missions, coordinates with brigade FSO, intervenes as appropriate, and informs the brigade commander.

13) The brigade ADO coordinates brigade air defense operations to include early warning and maintains an air picture of the brigade area. [ARTEP 71-3 MTP, Task 71-3-6001; AN]

14) The MP platoon leader conducts, supervises, and coordinates MP operations. [ARTEP 71-3 MTP, Task 1-3-1201]

a) The MP platoon leader conducts EPW operations. [ARTEP 71-3 MTP, Task 71-3-1202]

b) The MP platoon provides traffic control in support of brigade operations.

c) The MP platoon provides brigade CP security as required.

15) The Bde SO coordinates with brigade headquarters company commander regarding: [ARTEP 71-3 MTP, Task 71-3-1102/e]

a) Specific location of communications element at main CP.

b) Actual main CP site.

16) The brigade S5 monitors and provides staff supervision for CMO [ARTEP 71-3 MTP, Task 71-3-5002]

a) The brigade S5 assists in the acquisition of local resources, facilities, and support. [ARTEP 71-3 MTP, Task 71-3-5003]

b) The brigade S5 coordinates to meet brigade CMO responsibilities and to mitigate local population interference with U.S. military operations. [ARTEP 71-3 MTP, Task 71-3-5004]

e. The brigade rear CP conducts operations. [ARTEP 71-3 MTP, Tasks 71-3-1012; 71-3-0002]

1) The brigade S1/brigade S4 section activates the rear CP. [ARTEP 71-3 MTP, Tasks 71-3-4004; 71-3-1012]

a) Coordinates with the brigade S1 and support battalion commander for establishment of CP.

b) Collocates the brigade rear CP with the forward support battalion (FSB) CP.

c) Maintains 24-hour operations.

d) Establishes communications with higher and subordinate units.

e) Establishes wire communications with subordinate units operating in the BSA.

f) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.

g) The brigade rear CP personnel react to indirect fire. [AN]

h) The brigade rear CP personnel defend against air attack. [AN]

2) The brigade S4 section, in conjunction with the S1 section, monitors brigade situation. [ARTEP 71-3 MTP, Task 71-3-4002]

a) Prepares and maintains staff journals.

b) Maintains current SITMAP.

c) Prepares and maintains information displays.

d) Monitors the tactical situation.

e) Monitors personnel activities.

f) Monitors the intelligence situation.

g) Monitors the civil-military situation.

3) The brigade S1 section monitors and provides staff supervision for personnel operations. [AN]

a) The brigade S1 section conducts replacement operations. [ARTEP 71-3 MTP, Task 71-3-1003; FM 12-6]

b) The brigade S1 section performs strength management. [ARTEP 71-3 MTP, Task 71-3-1002]

c) The brigade S1 section performs essentialpersonnel actions. [ARTEP 71-3 MTP, Task 71-3-1005]

d) The brigade S1 section coordinates essential financial support. [ARTEP 71-3 MTP, Task 71-3-1006]

e) The brigade S1 section provides essential administration support. [ARTEP 71-3 MTP, Task 71-3-1007]

(1) Personnel services.

(2) Personnel administration center (PAC) operations.

f) The brigade S1 section assesses the status of subordinate unit morale. [ARTEP 71-3 MTP, Task 71-3-1008]

g) The brigade S1 section coordinates morale, welfare, and recreation services. [ARTEP 71-3 MTP, Task 71-3-1009]

h) The brigade S1 section provides essential legal support. [ARTEP 71-3 MTP, Task 71-3-1010]

i) The brigade S1 section manages the awards and decorations program. [ARTEP 71-3 MTP, Task 71-3-1011]

4) The brigade chaplain section, in conjunction with the unit ministry team (UMT), provides religious support to the brigade. [ARTEP 71-3 MTP, Task 71-3-1401]

5) The brigade S4 monitors and provides staff supervision for logistical operations, and closely coordinates with the brigade S1 and the FSB. [AN]

a) The brigade S4 section coordinates transportation and movements. [ARTEP 71-3 MTP, Task 71-3-4005/2]

b) The brigade S4 section provides staff supervision of transportation and movements. [ARTEP 71-3 MTP, Task 71-3-4005/3]

c) The brigade S4 section maintains information on the status of maintenance and supplies to include: [ARTEP 71-3 MTP, Task 71-3-4003]

(1) Brigade supply operations from the BSA.

(2) Current status of equipment readiness in the brigade.

(3) Recovery, repair, and return of non-mission-capable equipment.

(4) Current status of supplies.

(5) BSA operations.

(6) Brigade EPW processing.

(7) Brigade mortuary affairs operations.

d) The brigade S4 section directs action to protect supplies from NBC contamination.

e) The brigade S4 section performs maintenance on brigade rear CP vehicles and equipment.

f) The brigade S4 section directs action to resupply the brigade rear CP.

6) The brigade surgeon (FSB medical company commander) directs and conducts health preservation and medical support activities. [ARTEP 71-3 MTP, Task 71-3-1302]

a) Preventative health activities.

b) Treatment, evacuation, and reporting of all casualties.

c) Brigade aid station medical activities.

LESSONS LEARNED

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this BF. The lessons learned are organized and listed by the appropriate task in the BF task list, Section 7. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

1. **The brigade commander and staff direct and lead the brigade during planning for the battle.**

LL - Practice SOPs for reporting to ensure that they are workable and effective. [CALL Bulletin No. 90-9]

LL - Incorporate the use of operation schedules (OPSEDS) and execution checklists in training to streamline reporting and cut transmission time. [CALL Bulletin No. 90-9]

LL - Use standard terms and graphics. When units are cross-attached, unit specific terms/graphics cause confusion. [CALL Bulletin No. 90-9]

LL - Exchange LNOs. They are critical to successful operations. [CALL Bulletin No. 90-9]

LL - Plan to provide LNO support staffed for a 24-hour capability for continuous operations. One officer/non-commissioned officer (NCO) is not sufficient for continuous operations. Current tables of organization and equipment (TOEs) do not allow for this. [CALL Bulletin No. 90-9]

LL - Provide adequate communications packages to LNOs to maintain communications with parent headquarters and units. [CALL Bulletin No. 90-9]

LL - Integrate LNO exchange into training exercises and CTCs. [CALL Bulletin No. 90-9]

LL - Identify LNOs prior to the operation. Use them in planning. [CALL Bulletin No. 90-9]

LL - Use troop-leading procedures effectively. Planning and rehearsals are often much more important than trying to create a perfect plan at the higher headquarters. [CALL Bulletin No. 90-9]

LL - Leadership training and reinforcement of initiative paid excellent dividends. When communications failed, and/or the plan required modification, the junior leaders made decisions and made it work. [CALL Bulletin No. 90-9]

LL - Each battle staff section becomes the subject matter expert on opposing forces (OPFOR) doctrine, capabilities, organization, and tactics for its specific BOS. [National Training Center, Brigade Rehearsals: By Lieutenant Colonel Lee R. Barnes, Jr., Major Scott Henne and Major John Antal]

LL - The staff is trained on the threat at home station paying particular attention to enemy tendencies that coincide with the first stages of the IPB process. [National Training Center, Brigade Rehearsals: By Lieutenant Colonel Lee R. Barnes, Jr., Major Scott Henne and Major John Antal]

LL - Brigades are not very proficient in achieving TOC survivability. Obstacles and barriers are seldom used, and an integrated defensive plan is usually a weakness. [Combat Training Centers (CTCs) Bulletin No. 93-4, p. 8]

LL - Deploy with complete staffs; if reduction is necessary, reduce the staff only after the transition to Phase 2, Sustainment. Do not piecemeal your forces. [CALL Newsletter No. 92-6, p.1]

LL - Establish Effective C2 Channels. [CALL Newsletter No. 92-6, p. 1]

LL - Get minimum equipment on the ground to provide the basic service. [CALL Newsletter No. 92-6, p. 3]

LL - Employ additional equipment, and reconfigure connectivity to provide direct routing to principal destinations. [CALL Newsletter No. 92-6, p. 3]

LL - Add equipment to provide multiple routes to prevent site isolation. [CALL Newsletter No. 92-6, p. 3]

LL - Have sufficient equipment on hand for austere jump capabilities, responsive to new missions and critical outages. [CALL Newsletter No. 92-6, p. 3]

LL - Build in redundancy up front. [CALL Newsletter No. 92-6, p. 3]

LL - Do not assume that multinational or jointly developed staffs understand the unique relationships between staffs. Educate newly developed staffs upon their arrival. [CALL Newsletter No. 92-6r, p. 3]

LL - Determine unique differences in joint C2 problems and their solutions. [CALL Newsletter No. 92-6, p. 3]

LL - Transition key staff positions. [CALL Newsletter No. 92-6, p. 3]

LL - Assign replacements to be the deputy for a period of time. [CALL Newsletter No. 92-6, p. 3]

LL - Have each staff establish a continuity file, and review this weekly. [CALL Newsletter No. 92-6, p. 3]

LL - Review specialized organizational briefing formats to deal with civil and military situations. Exact title and briefing formats dependent on the situation- organized accordingly with top priority given to the most lifethreatening aspects. [CALL Newsletter No. 92-6, p. 3]

LL - In the briefing, emphasize the condition and activities and especially the needs of the supported population. [CALL Newsletter No. 92-6, p. 3]

LL - Language qualifications are important, but not as important as doctrinal and tactical knowledge. [CALL Newsletter No. 92-6, p. 4]

LL - LNOs should be positioned in both higher and subordinate headquarters to ensure coordination and rapid passing of vital information. [CALL Newsletter No. 92-6, p. 4]

LL - Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly AND enemy forces) includes relative combat power, unit locations, obstacle overlay, execution matrix, task organization, and personnel status. [CALL, News From the Front]

LL - Information boards need to be updated (at a minimum) every four hours. [CALL, News From the Front]

LL - Have a designated individual track MCI. [CALL, News From the Front]

LL - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing. [CALL, News From the Front]

LL - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the battlefield operating systems in the TOC. [CALL, News From the Front]

LL - Plan for LNOs with required common & CEOI to overcome problems with inter/intraservice operations especially during short missions. [CALL Bulletin 90-4]

LL - Distribute common message formats and reports well in advance and rehearse if possible. [CALL Bulletin 90-4]

LL - Clearly define time sharing and procedures for critical nets, especially satellite communications-facsimile. [CALL Bulletin 90-4]

LL - Command information programs which provide the soldier realistic capabilities, information, and solutions are required. TC 90-16 (Armor/Anti-Armor Operations on the Integrated Battlefield) is one source which provides capabilities and solutions. Soldiers need to know! Explaining why certain TTPs are required during training is another method of providing the soldier with the information. Tying the capability to TTP reinforces the information. An especially effective technique used on North Africa was for all soldiers to fire their weapons at enemy vehicles and equipment on training ranges to gain confidence in the weapons and to see first hand the effects of the weapons on the enemy vehicles and equipment. [CALL Newsletter No. 90-8, p. 22]

2. **The brigade receives an order initiating a new mission from higher headquarters.**

LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3, p. 3]

LL - Conduct parallel planning by providing subordinate commanders the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3, p. 3]

LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3, p. 4]

LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3, p.4]

3. **The brigade commander and staff conduct mission analysis.**

LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3, p. 4]

LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3, p. 4]

LL - Assist the commander by identifying and listing constraints, restrictions, and specified and implied tasks. [CALL Newsletter No. 93-3, p. 4]

LL - Analyze the mission completely by accomplishing the following:
Review the commander's intent of the two higher echelons.
Identify the unit's constraints and restrictions.
Identify the unit's specified and implied tasks.

Derive the essential tasks from the specified and implied tasks. [CALL Newsletter No. 93-3, p. 4]

LL - Preserve subordinate commander's time. [CALL Newsletter No. 93-3, p. 12]

LL - Develop a planning and preparation timeline. [CALL Newsletter No. 93-3, p. 12]

LL - Refine the timeline by listing tasks to be accomplished during planning and preparation and the person responsible to complete the task. [CALL Newsletter No. 93-3, p. 12]

LL - Use the timeline to track the progression of preparation. [CALL Newsletter No. 93-3, p. 12]

LL - The mission analysis brief is not just a brief to the commander; it is also a brief from the staff, to the staff, to ensure that all time and effort are effectively focused. All primary staff officers must be present and actively involved in the planning process. [Combat Training Centers (CTC) Bulletin No. 95-4]

LL - The LNO must provide all intelligence products to the S2 as they become available. The TF S2 shop must be trained and capable of conducting current operations and planning for future operations simultaneously for a limited time. This requires the BICC and the S2 NCOIC to play an active role in the planning process. [CTC Bulletin No. 95-4]

LL - Each staff officer should develop a list of potential issues for consideration during each type of mission. This list should be included in the unit TACSOP. It will be of great assistance when time is limited, and the staff officer is weary from lack of rest. [CTC Bulletin No. 95-4]

LL - Develop a detailed timeline identifying all key events up to, and including, the execution of the mission. Modify the timeline as required. Enforce the timeline. [CTC Bulletin No. 95-4]

LL - Understanding the intent of the higher headquarters commander is crucial. If the intent is unclear, seek clarification immediately. [CTC Bulletin No. 95-4]

LL - Understand the commander's intent two levels up. Units integrated complex rules of engagement (ROE) with the maneuver plan and made assessments based on a clear understanding of the commander's intent. [CALL Bulletin No. 90-9]

LL - Leaders/soldiers must conduct detailed reconnaissance wherever possible. Crews saw their positions, ingress and egress routes, limits of fire, and obstacles that allowed detailed planning and accurate rehearsals. [CALL Bulletin No. 90-9]

LL - Brigade staffs continue to improve on time management TOC operations. Brigades manage the time schedule during the command and staff sequence of actions, which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance, and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]

LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort, and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [CTC Bulletin No. 93-4, p. 9]

LL - Practice effective time management. Ensure that the 1/3 - 2/3 rule is adhered to. This allows subordinates to have adequate planning time. [CTC Bulletin No. 94-1, p. 20]

4. **The brigade XO directs the staff in the preparation and issuance of a brigade warning order.**

LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter N0. 93-3, p. 3]

LL - Conduct parallel planning by providing subordinate commanders the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3, p. 3]

LL - The following procedures warrant special consideration:
Warning orders enjoy greater emphasis.
To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders.
Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [CALL Newsletter No. 90-8, p. 23]

LL - Brigade staffs continue to improve on time management and TOC operations. Brigades manage the time schedule during the command and staff sequence of actions which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]

5. **The brigade commander issues initial planning guidance.**

LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3, p. 9]

LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3, p. 9]

LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3, p. 9]

LL - Take notes on the commander's guidance. [CALL Newsletter No. 93-3, p. 9]

LL - Have the staff backbrief you on your guidance. [CALL Newsletter No. 93-3, p. 9]

LL - Provide clear and detailed planning guidance, and remain close to the staff during the MDMP. [CALL Newsletter No. 93-3, p. 28]

LL - The most valuable resource the staff possesses is time. Once lost, time can never be recovered. Therefore, detailed and specific guidance from the commander leads to efficient use of time by the staff. The commander must take time to mentally form a picture in his mind of what he expects and, just as important, what he does not expect. This mental picture must then be clearly communicated to the staff. As the situation develops, the commander must rapidly update his guidance to the staff. [CTC Bulletin No. 95-4]

LL - Brigade staffs continue to improve on time management and TOC operations. Brigades manage the time schedule during the command and staff sequence of actions which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]

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6. **The brigade commander and staff prepare estimates.**

LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort, and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [CTC Bulletin No. 93-4, p. 9]

7. **The brigade commander and staff develop course(s) of action.**

LL - Develop COAs together to integrate all battlefield operating systems. [CALL Newsletter No. 93-3, p. 16]

LL - Ensure that the COA is complete, is consistent with doctrine, complies with the commander's guidance, is feasible, and is unique. [CALL Newsletter No. 93-3, p.16]

LL - Develop COAs that identify what, when, where, how, and why the unit will execute. [CALL Newsletter No. 93-3, p. 16]

LL - If time is short, remain with the staff and have it assist you in course-of-action development. [CALL Newsletter No. 93-3, p. 16]

LL - The S2's SITTEMP must be used during the COA development. Also the S2 must be an active participant, providing assistance in analyzing force rations, threat weapon capabilities, and as much intelligence and information about the enemy as possible. [CTC Bulletin No. 95-4]

LL - Each BOS must be integrated into each COA as it is developed. [CTC Bulletin No. 95-4]

LL - Executive officers and staffs are not practiced on the doctrinal steps of the command estimate process and do not understand the expected product at the end of each step. COA development and war-gaming are fragmented and not robust enough to lead to a good decision. [CTC Bulletin No. 93-4, p. 8]

8. **The brigade commander and staff analyze course(s) of action.**

LL - Use the war-gaming sequence to develop and begin synchronizing the operation. [CALL Newsletter No. 93-3, p. 22]

LL - Follow the war-gaming rules to conduct the war game. [CALL Newsletter No. 93-3, p. 22]

LL - Have the entire staff involved in the war game. [CALL Newsletter No. 93-3, p. 22]

LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that wants to win and fights accordingly. [CTC Bulletin No. 95-4]

LL - Critical assumptions must be recorded, discussed, and validated. [CTC Bulletin No. 95-4]

LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [CTC Bulletin No. 95-4]

LL - The staff members must analyze and record each critical event in sufficient detail to result in a well-synchronized plan. [CTC Bulletin No. 95-4]

LL - Executive officers and staffs are not practiced on the doctrinal steps of the command estimate process and do not understand the expected product at the end of each step. COA development and war-gaming are fragmented and not robust enough to lead to a good decision. [CTC Bulletin No. 93-4, p. 8]

LL - Integration and synchronization are not successfully done in deliberate planning. Synchronization matrices are misunderstood and are often considered not worth the investment of time by the staff. This results in disjointed plans and uncoordinated execution. Synchronization matrices are usually the first step deleted during abbreviated planning processes. As a result, units do not gain the full potential of all available combat multipliers. This leads to piecemeal commitment of combat power and extensive friendly casualties. A synchronization matrix can be done in ten minutes if METT-T dictates. [CTC Bulletin No. 93-4, p. 8]

LL - Adjustments of the elements of the Bde SOs can unravel the focus of a commander's intent. This is especially true in open terrain. Tactical commanders should personally direct the synchronization of engagement areas. Obstacles should be positioned, indirect fires adjusted, and direct fires rehearsed under the personal supervision of the commander. The commander must take his unit out and actually time them performing certain actions to his standard so they understand his intent and he knows exactly how long they need to reach his goal. The unit must practice moving, digging, and fighting, and the planners must know the planning factors for that specific unit. [CALL Newsletter No. 90-8, p. 22]

9. **The brigade staff compares courses of action.**

LL - Conduct a detailed analysis with the entire staff to determine the recommended COA. [CALL Newsletter No. 93-3, p. 23]

LL - Use a decision matrix with criteria developed from commander's guidance, critical events, and other significant factors pertaining to the mission to analyze the COAs. [CALL Newsletter No. 93-3, p. 23]

LL - Quantify each COA by ranking them for each criterion. [CALL Newsletter No. 93-3, p. 23]

LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that wants to win and fights accordingly. [CTC Bulletin No. 95-4]

LL - Critical assumptions must be recorded, discussed, and validated. [CTC Bulletin No. 95-4]

LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [CTC Bulletin No. 95-4]

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10. **The brigade commander announces his decision.**

LL - Specify through guidance the type of order to issue (written five-paragraph, oral, overlay or matrix). [CALL Newsletter No. 93-3, p. 27]

11. **The brigade staff prepares the OPORD.**

LL - Develop a preformatted order to use for written orders. [CALL Newsletter No. 93-3, p. 27]

LL - Organize reproduction by centralizing collection of the portions of the order and its production. [CALL Newsletter No. 93-3, p. 27]

LL - Select an area to reproduce the order that will not interfere with the staff's work. [CALL Newsletter No. 93-3, p. 27]

LL - Use a mimeograph or a photocopier to speed reproduction of order text. [CALL Newsletter No. 93-3, p. 27]

LL - Use a photocopier to reproduce graphics. [CALL Newsletter No. 93-3, p. 27]

LL - Allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter No. 93-3, p. 28]

12. **The brigade commander and staff issue the OPORD.**

LL - When feasible, use a vantage point to brief the operations order. It will reduce distractions and allow subordinates to see the terrain. [CALL Newsletter No. 93-3, p. 31]

LL - Organize the briefing to follow the written order format. [CALL Newsletter No. 93-3, p. 31]

LL - Control the briefing to stop distractions. [CALL Newsletter No. 93-3, p. 31]

LL - Review your intent and address each subordinate directly to ensure that he understands how his mission relates to your intent. [CALL Newsletter No. 93-3, p. 31]

LL - Use graphic aids to better present the order. [CALL Newsletter No. 93-3, p. 31]

LL - Conduct confirmation briefs and backbriefs with subordinates. [CALL Newsletter No. 93-3, p. 34]

LL - Conduct rehearsals to synchronize the efforts of the unit. [CALL Newsletter No. 93-3, p. 34]

LL - Utilize backbriefs to check subordinate leaders'understanding of the overall plan and the commander's intent. [CALL Bulletin No. 90-9]

LL - The following procedures warrant special consideration:
Warning orders enjoy greater emphasis.
To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders.
Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [CALL Newsletter No. 90-8, p. 23]

LL - Battalions continue to emphasize brief backs and rehearsals and to improve communications. When they conduct effective briefbacks and rehearsals, commanders ensure that subordinates understand the mission and their intent. They also improve unity of effort and identify problem areas. After the initial 48 hours, battalions communicate well and are able to control subordinate units. [CTC Bulletin No. 93-4, p. 9]

LL - Ensure that the succession of command is specified by SOP or OPORD; identify the primary location on the battlefield of the second in command. [CTC Bulletin No. 94-1, p. 19]

LL - Ensure that the unit knows the priority for command succession. [CTC Bulletin No. 94-1, p. 19]

LL - Ensure that personnel identified in the succession of command are thoroughly familiar with the mission and the commander's intent through use of back briefs and rehearsals. [CTC Bulletin No. 94-1, p. 19]

GATE TASKS

This component identifies critical individual or collective tasks upon which each BF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

TASK	INDIVIDUAL/COLLECTIVE PROFICIENCIES
1. **The brigade commander and staff direct and lead the brigade during planning for the battle.**	**Bde Cdr** [STP 21-II-MQS, Common Tasks] - Communicate effectively as a commander or staff officer [03-9001.12-0003] - Establish a positive command climate [03-90001.11-0002] - Motivate subordinates to accomplish unit missions [03-9001.14-0002] **Bde S2** [STP 34-35II-MQS, Intelligence] - Conduct Intelligence Liaison [01-3381.166-5001] **Bde S2 Section** [ARTEP 34-245-10-DRILL, Intelligence Section] - Recording Intelligence Information [Drill 1] **DS MI CO Cdr** [STP 34-35II-MQS, Intelligence] - Conduct intelligence and electronic warfare support element operations [01-3381.04-5003] **Bde S3** [STP 3-74II-MQS, Chemical] - Direct command post and tactical center internal security operations [01-3761.00-1103] **Bde S3 OPNs SGT** [ARTEP 71-2-MTP] - Perform duties/functions as S-3

(Operations NCO) (7-1-3902)

Bde PSNCO
[ARTEP 71-3-MTP]
- Perform strength management [ARTEP 71-3 MTP, Task 71-3-1002]
- Perform essential Personnel Actions [ARTEP 71-3 MTP, Task 71-3-1005]
- Assist in the establishment of Rear Command Post [ARTEP 71-3 MTP, Task 71-3-1012]

Bde S4, ASST S4s
[STP 9-91 BCII-MQS, Ordinance]
- Oversee the Planning, Establishment, and Management of a Multi Functional Tactical Command Post [CP] [O1-9253.00-0002]

[STP 10-92ABDII-MQS, Quartermaster]
- Determine Field Locations for Combat Service Support Units [01-9253.00-0003] S4 Section

Bde SO
[STP 11-25II-MQS, Signal]
- Implement Communications System Control Element Operations [O1-5753.07-002]
- Manage Network Traffic Routing [O1-5710.07-002]
- Perform Distribution Management of Communications Variables for Combat Radio Operations Using Battlefield CEOI System [O1-5880.07-001]
- Employ Communications System of a Maneuver Brigade or Battalion [O1-5841.07-001]
- Identify the Data Communications Techniques used with Tactical Communications Systems [O1-5769.04-0001]

Bde ADALO/ADO
[STP 44-14II-MQS, ADA]
- Coordinate ADA activities with

battery/battalion staff [01-0401.21-0003]

Bde HQ Co CMDT
[STP 17-12II-MQS, Armor]
- Plan and Direct Combat Service Support Operations at Company Level [3-1270.00-0002]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S2 Section, DS MI CO Cdr, Bde S3, Bde S3 Section, Bde S3 Air, Bde CMLO, FSO, FSE, Bde targeting officer, Asst Bde ENGR [ABE], Bde ADO, ADALO, Army AVLO, ALO, Bde S1, Bde S1 Section, Bde Chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 Section, Bde SO, Bde HHC Signal Section, HQ Co Cdr, Bde NGLO, Bde S5.
[STP 21-II-MQS, Common Tasks]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]
- Implement operations security [03-3711.12-0001]

[STP 17-12II-MQS, Armor]
- Perform duties as TOC shift officer [01-1250.00-0006]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Conduct operations security [OPSEC] procedures [113-573-0002]

[ARTEP 71-3-MTP]
- Assist in site selection for command and control facilities to include splitting of CPs [ARTEP 71-3 MTP, Task 71-3-1501]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Prepare operational journals [ARTEP

71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [1-3-3003]

2. **The brigade receives an order initiating a new mission from higher headquarters.**

Bde S2
[STP 34-35II-MQS, Intelligence]
- Participate in the development of intelligence requirements [01-3381.01-5001]
- Direct the intelligence portion of the IPB process [01-3381.01-5002]
- Prepare the intelligence estimate [01-3381.41-4004]

Bde S2 Section
[ARTEP 34-245-10-DRILL, Intelligence Section]
- Perform IPB (Drill 2).

Bde SR Intel Analyst
[STP 34-96B14-SM-TG, Intelligence Analyst]
- Review current intelligence holdings to identify gaps [301-336-2004]
- Supervise preparation of intelligence estimate [301-336-3104]

DS MI CO Cdr
[STP 34-35II-MQS, Intelligence]
- Participate in the development of intelligence requirements [01-3381.01-5001]

Officer Common Tasks for: Bde Cdr, Bde XO, S2, S2 Section, DS MI CO Cdr, S3, S3 Section, S3 Air, CMLO, LOs, FSCOORD, FSO, FSE, ABE, Engr Bn Cdr, Bde ADO, ADALO, Army AVLO, ALO, S1, S1 Section, Surgeon, MP Plt Ldr, S4, S4 Section, Bde SO, S5 (if assigned)
[STP 21-II-MQS, Common Tasks]
- Solve Problems Using the Military Problem Solving Process [03-9001.13-0001]

NCO Common Tasks for: All Primary and Special Staff NCOs

[STP 21-24-SMCT, Common Tasks]

- Prepare situation report [SITREP] [071-332-5022]
- Conduct operations security [OPSEC] procedures [113-573-0002]

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staffon elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [1-3-3003]

3. **The brigade commander and staff conduct mission analysis.**

Bde Cdr

[STP 17-12II-MQS, Armor]

- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

[STP 21-II-MQS, Common Tasks]

- Apply the ethical decision making process as a commander or staff officer [03-9001.10-0004]

Bde XO

[STP 17-12II-MQS, Armor]

- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde S2

[STP 17-12II-MQS, Armor]

- Perform a Map Reconnaissance [01-1250.00-0002]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements [01-3381.01-5001]

- Direct the intelligence portion of the IPB process [01-3381.01-5002]
- Conduct battlefield area evaluation [013381.01-4012]
- Conduct terrain and weather analysis [01-3381.01-4013]
- Prepare OB studies [01-3381.41-4015]
- Conduct threat evaluation [01-3381.01-4014]
- Participate in the threat integration process [01-3381.01-4015]
- Conduct situation development [01-3381.01-4016]
- Conduct target development [01-3381.01-4017]
- Prepare the intelligence estimate [01-3381.41-4004]

Bde S2 Section
[ARTEP 34-245-10-DRILL, Intelligence Section]
- Perform IPB [Drill 2]

Bde SR Intel Analyst
[STP 34-96B14-SM-TG, Intelligence Analyst]
- Review current intelligence holdings to identify gaps [301-336-2004]
- Supervise preparation of intelligence estimate [301-336-3104]
- Recommend area of interest and operation based on METT-T [301-336-4000]
- Supervise organization and maintenance of order of battle information [301-336-2001]

DS MI CO Cdr
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

[STP 34-35II-MQS, Intelligence]
- Conduct threat evaluation [01-3381.01-4014]
- Recommend Force Protection Countermeasures [01-3381.16-5003]

Bde S3
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde S3 Section
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde CMLO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde FSO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde FSE
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Asst Bde ENGR [ABE]/Bde ABE Section
[STP 5-21II-MQS, Engineer]
- Establish intelligence production requirements and essential elements of terrain or engineer information [01-2250.20-1004]
- Evaluate engineer intelligence for dissemination [01-2250.20-1005]
- Provide input to intelligence preparation of the battlefield [01-2250.20-1006]

Bde ADO
[STP 44-14II-MSQ, ADA]
- Analyze ADA perspective of terrain [01-0401.21-0002]

[STP 17-12II-MQS, Armor]

- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde Army AVLO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde ALO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde S1
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde S1 Section
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde Chaplain
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde Surgeon
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde MP Plt Ldr
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde S4, ASST S4s
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

[STP 10-92ABDII-MQS, Quartermaster]
- Analyze Division Medical Supply System

Bde S4 Section
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde SO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde HHC Signal Section
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Bde NGLO
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S2 Section, DS MI CO Cdr, Bde S3, Bde S3 Air, Bde S3 Section, Bde CMLO, Bde FSO, Bde FSE, ABE, Bde Army AVLO, Bde ALO, Bde S1, Bde S1 Section, Bde Chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 Section, Bde SO, Bde NGLO, Bde S5 [if assigned], FSB Support Operations Officer
[STP 17-12II-MQS, Armor]
- Perform a Map Reconnaissance [01-1250.00-0002]
- Plan the IPB [01-3353.02-0090]

[STP 21-II-MQS, Common Tasks]
- Apply the ethical decision making process as a commander or staff officer [03-9001.10-0004]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes in accordance with FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

4. **The brigade XO directs the staff in the preparation and issuance of a brigade warning order.**

Bde S2
[STP 34-35II-MQS, Intelligence]
- Conduct situation development [01-3381.01-4016]
- Prepare the intelligence estimate [01-3381.41-4004]
- Recommend Force Protection Countermeasures [01-3381.16-5003]

Officer Common Tasks for: Bde XO, Bde S2, Bde S3, Bde S3 Section, Bde S3 Air, ABE, Bde S1, Bde S4
[STP 21-II-MQS, Common Tasks]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

5. The brigade commander issues initial planning guidance.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Conduct situation development [01-3381.01-4016]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, Bde CMLO, FSO, ABE, Bde S1, Bde S4, Bde

SO, Bde S5 [if assigned]
[STP 21-II-MQS, Common Tasks]
- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003]

6. The Brigade Commander and staff prepare estimates.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Participate in the development of intelligence requirements [01-3381.01-5001]
- Direct the intelligence portion of the IPB process [01-3381.01-5002]
- Prepare the intelligence estimate[01-

3381.41-4004]
- Participate in the threat integration process [01-3381.01-4015]
- Conduct situation development [01-3381.01-4016]
- Conduct target development [01-3381.01-4017]

Bde S2 SECTION
[ARTEP 34-245-10-DRILL, Intelligence Section]
- Perform IPB [Drill 2]

Bde SR INTEL ANALYST
[STP 34-96B14-SM-TG, Intelligence Analyst]
- Supervise preparation of intelligence estimate [301-336-3104]
- Coordinate targeting function [301-336-4100]

DS MI CO Cdr
[STP 34-35II-MQS, Intelligence]
- Recommend Force Protection Countermeasures [01-3381.16-5003]

Bde CMLO
[STP 3-74II-MQS, Chemical]
- Identify Operation and Functions of Chemical Units and Staffs [S1-5060.02-2138]

Bde FSO
[STP 6-13II-MQS, Artillery]
- Advise Maneuver Commander on Employment of Available Fire Support Assets [O1-2999.94-0106]
- Plan Field Artillery Support of Maneuver Units [O1-2999.94-0100]

Asst Bde ENGR [ABE]/ADE Section
[STP 5-21II-MQS, Engineer]
- Prepare Engineer Estimates [O1-225020-1001]

Bde Surgeon

[STP 10-92 ABDII-MQS, Quartermaster]
- Analyze division medical supply system [S1-8310.00-6006]

Bde S4, ASST S4s
[STP 9-91 BCII-MQS, Ordinance]
- Develop a Concept of Support for a Brigade Level Combat Operation [01-9253.00-001]
- Evaluate Class IX Performance [01-4716.26-0002]

[STP 10-92ABDII-MQS, Quartermaster]
- Determine Class V [Conventional] Requirements [O1-4000.11-1111]
- Determine and Verify Water Requirements for a Unit [O1-5103.00-0030]
- Assess Unit Capabilities to Support Proposed Operations [S3-5101.00-0229]
- Analyze division medical supply system [S1-8310.00-6006]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates, and orders [03-5106.00-0166]

[STP 55-88 II-MQS, Transportation]
- Determine Aircraft Requirements to Move Cargo, Equipment, and Personnel [01-7320.70-0460]

Bde S4 Section
[STP 10-92A35-SM-TG, Automated Log Spec]
- Check the Accuracy of the Prescribed Load List (PLL) Using the Automated Unit Level Logistics System (ULLS) [101-525-3015]

[STP 10-92Y24-SM-TG, Unit Supply Spec]
- Inspect and Provide Technical Assistance to Units [101-521-4101]
- Check Accuracy of Prescribed Load List (PLL) Records [101-521-4107]
- Check Accuracy of The Army Maintenance

Management System (TAMMS) Maintenance and Historical Records [101-521-4108]

[STP 10-94B25-SM-TG, Food Service Spec]
- Determine Requirements and Establish Procedures in Support of Field Operations [101-524-3279]

[STP 10-76X24-SM-TG, Subsistence Supply Spec]
- Review the Basic Daily Food Allowance (BDFA) [101-520-4154]
- Prepare the Schedule of Field Ration Issues [101-520-4104]
- Plan a Field Storage Layout [01-520-4153]

Bde SR SUP SGT
[STP 10-76Z5-SM-TG Senior Supply Sgt]
Review Road Movement Graphs and Tables [101-522-5503]
Bde SO
[STP 11-25II-MQS, Signal]
- Prepare and Review Signal Estimates, Plans, and Orders [01-5765.04-9001]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S2 Section, DS MI CO Cdr, Bde S3, Bde S3 Section, Bde S3 Air, Bde CMLO, FSO, FSE, ABE, ADALO, AVLO, ALO, Bde S1, Bde S1 Section, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, Bde S4 Section, Bde NGLO, Bde SO, S5 (if assigned)
[STP21-II-M95, Common Tasks]
- Solve problems using the military problem-solving process [03-9001.13-0001]

[ARTEP 71-3-MTP]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]

NCO Common Tasks for: All Primary and

Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report (SITREP) [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tacticaloperations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FMs 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals[ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

7. The brigade commander and staff develop course[s] of action.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Conduct situation development [01-3381.01-4016]
- Conduct target development [01-3381.01-4017]
- Recommend Force Protection Countermeasures [01-3381.16-5003]

Bde SR INTEL ANALYST
[STP 34-96B14-SM-TG, Intelligence Analyst]
- Supervise preparation of intelligence estimate [301-336-3104]
- Coordinate targeting function [301-336-4100]

Bde FSO
[STP 6-13II-MQS, Artillery]
- Plan Field Artillery Support of Maneuver Units [O1-2999.94-0100]

Asst Bde ENGR [ABE]
[STP 5-21II MQS, Engineer]
- Advise Supported Units on Engineer Capabilities and Employment [O1-2250.10-1002]
- Advise the Commander on the Use of Terrain for Combat Operations [O1-2250.20-1008]

Bde S4, ASST S4s
[STP 55-88 II-MQS, Transportation]
- Plan Logistics Support for Maintenance Operations [01-4720.26-0001]
- Plan Evacuation of Equipment [01-4999-26-0001]
- Plan Convoy Operations [01-7300.75-0500]
- Plan Use of Host-Nation Assets [01-7320.70-0435]
- Plan Highway Net Use [01-7320.75-0535]
- Request Host-Nation Transportation Support [01-7320.70-0480]

[STP 10-92ABDII-MS, Quartermaster]
- Plan for Airdrop of Supplies [03-5102.02-0001]
- Plan Transport by Helicopter [01-7310.95-0415]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

FSB Support Operations Officer
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]

Bde SO

[STP 11-25II-MQS, Signal]
- Prepare and Review Signal Estimates, Plans, and Orders [01-5765.04-9001]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S2 Section, DS MI CO Cdr, Bde S3, Bde S3 Section, Bde S3 Air, Bde CMLO, FSO, FSE, ABE, ADO, Army AVLO, ALO, Bde S1, Bde S1 Section, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 Section, FSB Support Operations Officer, Bde SO, Bde NGLO, Bde S5
[STP 21-II-MQS, Common Tasks]
- Apply the ethical decision making process as a commander or staff officer [03-9001.10-0004]
- Solve problems using the military problem solving process [03-9001.13-0001]

[ARTEP 71-3-MTP]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and

101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

8. The brigade commander and staff analyze course[s] of action.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Participate in the development of intelligence requirements [01-3381.01-5001]
- Prepare the intelligence estimate [01-3381.41-4004]
- Prepare intelligence taskings [01-3381.39-4002]
- Prepare reconnaissance and surveillance plan [01-3381.06-4011]
- Select intelligence and electronic warfare operational sites [01-3381.04-4005]
- Develop an intelligence and electronic warfare scheme of maneuver [01-3381.04-5001]
- Plan employment of IEW assets [01-3381.04-5002]
- Plan reconnaissance operations [01-3381.44-5001]
- Participate in the development of the decision support template [01-3381.01-5003]
- Recommend force protection countermeasures [01-3381.16-5003]
- Conduct target development [01-3381.01-4017]

Bde FSO
[STP 6-13II-MQS, Artillery]
- Plan Field Artillery Support of Maneuver Units [O1-2999.94-0100]

Asst Bde ENGR [ABE]
[STP 5-21II MQS, Engineer]

- Plan Engineer Support for River-Crossing Operations [O1-2080.20-1001]

Bde S4
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

FSB Support Operations Officer
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, Bde CMLO, FSO, ABE, ADO, AVLO, ALO, Bde S1, Bde MP Plt Ldr, Bde S4, FSB Support Operations Officer
[STP 21-II-MQS, Common Tasks]
- Apply the ethical decision making process as a commander or staff officer [03-9001.10-0004]
- Solve problems using the military problem solving process [03-9001.13-0001]

[ARTEP 71-3-MTP]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC]

procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FMs 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

9. The brigade staff compares course[s] of action.

Bde S2

[STP 34-35II-MQS, Intelligence]
- Participate in the development of intelligence requirements [01-3381.01-5001]
- Prepare the intelligence estimate [01-3381.41-4004]
- Prepare intelligence taskings [01-3381.39-4002]
- Prepare reconnaissance and surveillance plan [01-3381.06-4011]
- Select intelligence and electronic warfare operational sites [01-3381.04-4005]
- Develop an intelligence and electronic warfare scheme of maneuver [01-3381.04-5001]
- Plan employment of IEW assets [01-3381.04-5002]
- Plan reconnaissance operations [01-3381.44-5001]
- Participate in the development of the decision support template [01-3381.01-5003]
- Recommend force protection

countermeasures [01-3381.16-5003]
- Conduct target development [01-3381.01-4017]

FSO
[STP 6-13II-MQS, Artillery]
- Plan Field Artillery Support of Maneuver Units [O1-2999.94-0100]
- Recommend Fire Support Coordinating Measures [O1-299.94.0101]

Bde S4
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

FSB Support Operations Officer
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

Bde SO
[STP 11-25II-MQS]
- Prepare and Review Signal Estimates, Plans, and Orders [01-5765.04-9001]

Officer Common Tasks for: Bde Cdr, Bde XO, S2, Bde S3, Bde S3 Air, Bde CMLO, FSO, ABE, ADO, AVLO, ALO, Bde S1, Bde Surgeon, Bde MP Plt Ldr, Bde S4, FSB Support Operations Officer, Bde SO, S5 [if assigned]
[STP 21-II-MQS, Common Tasks]
- Apply the ethical decision making process as a commander or staff officer [03-9001.10-0004]
- Solve problems using the military problem solving process [03-9001.13-0001]

[ARTEP 71-3-MTP]

- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]

NCO Common Tasks for: All Primary and Special Staff NCOs

[STP 21-24-SMCT, Common Tasks]

- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

10. The brigade commander announces decision.

Bde Cdr

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]
- Describe the brigade fight [S1-9011.07-0001]

[STP 17-12II-MQS, Armor]

- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde XO
[STP 21-II-MQS, Common Tasks]
- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde S2
[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde S3
[STP 21-II-MQS, Common Tasks]
- Brief to Inform, Persuade, or Direct [01-007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde FSO
[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Asst Bde ENGR [ABE]
[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde ADO
[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde S1

[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Bde S4
[STP 17-12II-MQS, Armor]
- Conduct a Reconnaissance Patrol [03-3164.00-0005]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Air, FSO, ABE, ADO, AVLO, ALO, Bde S1, Bde S4, S5 [if assigned]
[STP 21-II-MQS-Common Tasks]
- Communicate effectively as a commander or staff officer [03-9001.12-003]
- Brief to inform, persuade, or direct [01-9007.01-0250]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-

0001]
- Maintain the current situation [71-3-3003]

11. The brigade staff prepares the OPORD.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Prepare the intelligence estimate [01-3381.41-4004]
- Assist in preparing the intelligence annex [01-3381.41-4001]
- Prepare intelligence taskings [01-3381.39-4002]
- Prepare reconnaissance and surveillance plan [01-3381.06-4011]
- Develop an intelligence and electronic warfare scheme of maneuver [01-3381.04-5001]
- Plan employment of IEW assets [01-3381.04-5002]
- Plan reconnaissance operations [01-3381.44-5001]
- Produce finished intelligence products from all-source information [01-3381.41-5003]
- Conduct target development [01-3381.01-4017]

Bde S2 SECTION
[ARTEP 34-245-10-DRILL, Intelligence Section]
- Intelligence annex to the Operation order [Drill 3]
- Brigade R&S planning [Drill 4b]

Bde SR INTEL ANALYST
[STP 34-96B14-SM-TG, Intelligence Analyst]
- Supervise preparation of intelligence estimate [301-336-3104]
- Supervise preparation/maintenance of situation map by subordinate personnel [301-336-3051]
- Supervise preparation of written analysis of the battlefield area [301-336-3100]

Bde CMLO
[STP 3-74II-MQS, Chemical]

- Prepare NBC Defense Annex to OPLAN or OPORD [03-5060.01-2107]

Bde FSO
[STP 6-13II-MQS, Artillery]
- Plan Field Artillery Support of Maneuver Units [O1-2999.94-0100]
- Develop a Field Artillery Support Plan [O1-2999.94-0104]

Bde Targeting Officer/Bde FSE
[STP 6-13F 14-SM-TG, Artillery]
- Produce a high payoff target list [061-284-4245]

Asst Bde ENGR [ABE]
[STP 5-21II MQS, Engineer]
- Prepare Engineer Annexes [O1-2250.20-1002]

Bde S4, ASST S4s
[STP 10-92ABDII-MQS, Quartermaster]
- Prepare Command Logistics Plans, Estimates, and Orders [O3-5106.00-0166]

FSB Support Operations Officer
[STP 10-92ABDII-MQS, Quartermaster]
- Determine a concept of support for a brigade level combat operation [01-9253.00-0001]
- Prepare command logistics plans, estimates and orders [03-5106.00-0166]

SR SUP SGT
[STP 10-76Z5-SM-TG, Senior Supply Sgt]
- Provide Logistics Input for the Administrative or Logistics Order [101-522-5403]

Bde SO
[STP 11-25II-MQS]
- Prepare and Review Signal Estimates, Plans, and Orders [01-5765.04-9001]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S2 Section, DS MI CO

Cdr, Bde S3, Bde S3 Section, Bde S3 Air, Bde CMLO, FSO, FSE, Targeting Officer, ABE, ADO, AVLO, ALO, Bde S1, Bde S1 Section, PSNCO, Bde Chaplain, Bde Surgeon, Bde MP Plt Ldr, Bde S4, Bde S4 Section, FSB Support Operations Officer, Bde SO, NGLO, S5 [if assigned]
[STP 21-II-MQS, Common Tasks]
- Communicate effectively as a commander or staff officer [03-9001.10-0004]
- Brief to inform, persuade, or direct [01-9007.01-0250]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Prepare plans/orders/annexes IAW FM 71-3 and FM 101-5 [71-3-3002]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Prepare situation report [SITREP] [071-332-5022]
- Prepare a strip map [551-721-3359]
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3]
- Conduct operations security [OPSEC] procedures [113-573-0002]
- Integrate risk management into mission [850-001-4001]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001]
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff

function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003].

12. The brigade commander and staff issue the OPORD.

Bde S2
[STP 34-35II-MQS, Intelligence]
- Disseminate intelligence and combat information [01-3381.39-4005]

Officer Common Tasks for: Bde Cdr, Bde XO, Bde S2, Bde S3, Bde S3 Section, Bde S3 Air, Bde CMLO, FSO, ABE, Bde S1, Bde S4, Bde SO NGLO, S5 [if assigned]
[STP 21-II-MQS, Common Tasks]
- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]
- Describe the brigade fight [S1-9011.07-001]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common Tasks]
- Conduct operations security [OPSEC] procedures [113-573-0002]

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036]
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]]
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001]
- Maintain the current situation [71-3-3003]

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Appendix A

INDEX of
BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS
Grouped By Battlefield Operating System (BOS)

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each BOS.

INTELLIGENCE	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence
MANEUVER	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
AIR DEFENSE	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
FIRE SUPPORT	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	~~Employ chemical weapons~~[1]
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(15)	Coordinate, synchronize and integrate fire support.
MOBILITY AND SURVIVABILITY	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
	(27)	Provide NBC defense.

[1] Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

COMMAND AND CONTROL	(18)	Plan for combat operations.
	(19)	Direct and lead unit during preparation for the battle.
	(20)	Direct and lead units in execution of battle.
COMBAT SERVICE SUPPORT	(28)	Provide transport services.
	(29)	Conduct supply operations.
	(30)	Provide personnel services.
	(31)	Maintain weapons systems and equipment.
	(32)	Provide health services.
	(33)	Treat and evacuate battlefield casualties.
	(34)	Conduct enemy prisoners of war (EPW) operations.
	(35)	Conduct law and order operations.
	(36)	Conduct civil affairs operations.
	(37)	Provide sustainment engineering.
	(38)	Evacuate non-combatants from area of operations.
	(39)	Provide field services.

Appendix B

STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TACSOP). BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These BFs are continuous throughout the planning, preparation, and execution phases of the battle.

    a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:

        1) Reconnaissance and surveillance plan (R&S Plan).

        2) Integrated threat templates (e.g., doctrinal, event, input to DST).

        3) Terrain and weather analysis.

    b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This BF addresses:

        1) Information collected as a result of the R & S Plan.

        2) Continuous information collection and acquisition from all sources.

    c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:

1) Evaluation of threat information.

2) Evaluation of physical environment information.

3) Integration of intelligence information.

4) Development of enemy intentions.

5) Development of targeting information.

6) Preparation of intelligence reports.

7) Update of situational template.

8) Provision of battlefield area reports.

d. **BF (4) Disseminate Intelligence** - Transmitting of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This BF addresses:

1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.

2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).

3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are tank guns, BFV 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.

a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This BF addresses:

1) Subordinate element OPORD preparation and dissemination.

2) Preparation for movement.

3) Movement, both mounted and dismounted, and on and off road.

4) Closure of movement to tactical assembly area or tactical positions.

5) Navigation.

6) Air movement.

b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:

1) Preparation of engagement areas.

2) Rehearsals of battle plans.

3) Prevention of fratricide.

4) Conduct of close combat.

5) Integration of direct fire with maneuver.

6) Control of terrain.

7) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander’s intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

a. **BF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander’s concept and intent.

b. **BF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This BF addresses:

1) Fire support - maneuver unit rehearsals.

2) FSE operations during the preparation and execution phases of the battle.

3) Positioning and movement within the maneuver unit sector or zone.

4) Indirect fire missions in support of maneuver commander's concept and intent.

c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the brigade commander's concept and intent. This BF addresses:

1) Air-ground attack requests.

2) Air space coordination and management.

3) Air liaison officer, forward air controller; other Army fire support coordination officers, USN/USMC brigade team commander, SALT and FCT tasks that enable air-to-ground attacks.

d. **BF (10) Conduct Electronic Collection and Jamming**[1] - Planning for and directing actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of maneuver commander's concept and intent. This BF includes jamming, deception, and collection.

e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of the brigade commander's concept and intent.

f. ~~**BF (12) Employ Chemical Weapons**~~[2] - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.

g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.

[1] Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

[2] Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.

i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commander's concepts and intents. The BF integrates BF 7-14.

4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This BF addresses:

1) Employment of air defense artillery guns and missiles.

2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, and tank main gun against enemy air.

3) Airspace management.

4) Early warning.

b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:

1) Early warning.

2) Dispersion.

3) Deception.

5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:

1) Receipt and analysis of higherHQ OPORD.

2) Issuance of warning order.

3) Restated mission statement.

4) Commander's estimate process/troop leading procedures.

5) Commander's guidance.

6) Mission analysis (includes course of action development).

7) Decision brief to commander.

8) Development of a synchronized OPORD.

9) Reproduction and distribution of OPORD to all participants.

10) Briefing of OPORD; understanding of order by participants.

11) FRAGO planning and issue.

b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:

1) Commander's actions and decisions.

2) Directing preparation for the battle.

3) Issuing orders.

4) Communicating information.

5) Confirmation briefs and backbriefs.

6) Rehearsals.

7) Maintaining and updating information and force status.

8) Decisions to act or change ongoing actions.

9) Confirming IPB through the reconnaissance effort.

10) Determining actions to implement decisions.

11) Synchronizing preparation (e.g., management of time).

12) TOC operations (e.g., staff integration).

13) Second in command (2IC) responsibilites.

14) Continuous and sustained operations.

15) Communications (e.g., planning, installation and operation of system, management, site election).

c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:

1) Commander's actions and decisions.

2) Directing the conduct of the battle.

3) Issuing orders.

4) Information distribution.

5) Synchronizing tactical operations (e.g., use of DST).

6) TOC operations (includes CP displacement, security, survivability, battle tracking).

7) Continuity of command (e.g., C2 redundancy).

8) Second in command (2IC) responsibilities.

9) Continuous and sustained operations.

10) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.

b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:

1) Construction and repair of combat roads and trails.*

2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)*

3) Tracking status of routes.*

4) Host nation support.*

c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.

d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.

e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:

1) Analysis to determine key assets and threats to them.

2) Monitoring of implementation of OPSEC measures.

3) Physical security measures.

4) Signal security.

5) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

1) Physical deception.

2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

* Normally accomplished by units supporting the division.

1) Decontamination of individual soldiers and equipment.

2) Decontamination of weapon systems and supplies.

3) Hasty and deliberate decontamination.

4) Avoidance of contaminated areas.

5) NBC reconnaissance.

6) NBC defensive measures.

7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

1) Movement of cargo, equipment, and personnel by surface or air.

2) Loading, transloading, and unloading material and supplies.

3) Reporting status.

b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:

1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.

2) Providing munitions to weapons systems.

3) Providing fuel and petroleum products to equipment and weapons systems.

4) Reporting status.

c. **BF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:

1) Personnel administrative services.

a) Replacement, casualty reporting.
b) Awards and decorations.

c) Postal operations.

d) Promotions, reductions.

2) Financial services.

3) Unit ministry team operations.

4) Legal services.

5) Public affairs services.

6) Preservation of the force through safety.

7) Management of stress.

8) Reporting status.

d. **BF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

1) Recovery.

2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.

3) Reporting status.

e. **BF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:

1) Preventive medicine.

2) Field sanitation.

3) Mental health.

f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:

1) Triage of battlefield casualties.

2) Treatment and movement of casualties to rear (MEDEVAC).

3) Evacuation.

4) Handling and processing the remains of soldiers who have died of wounds.

5) Reporting status.

g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:

1) Collecting and evacuating EPW.

2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.

i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.

j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:

1) Rear area restoration.*

2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).*

3) Construction support:

a) Marshaling, distribution and storage facilities.*

* Normally accomplished by units supporting the division.

b) Pipelines.*

c) Fixed facilities.*

d) Well drilling.*

e) Dismantlement of fortifications.*

k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This BF addresses:

1) Medical support.

2) Transportation.

3) Security.

4) Preparation of temporary shelters.

5) Operation of clothing exchange facilities.

6) Operation of bathing facilities.

7) Graves registration.

8) Laundry.

9) Feeding.

l. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements*. This BF addresses:

1) Clothing exchange.

2) Shower facilities.

3) Graves registration.

4) Laundry and clothes renovation.

5) Bakeries.

* Normally accomplished by units supporting the division.

6) Feeding (rations supply, kitchens).

7) Salvage.

Appendix C

BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X[1]				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

[1] BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

FIRE SUPPORT BOS (cont.)	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(10) Conduct Electronic Collection and Jamming[2]						
(11) Conduct Battlefield Psychological Operations						
~~(12) Employ Chemical Weapons~~[3]						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires	X	X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

AIR DEFENSE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

COMMAND AND CONTROL BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry[4]
(18) Plan for Combat Operations	X	X	X	X	X	
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	

[2] Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.
[3] Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.
[4] The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

MOBILITY AND SURVIVABILITY BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(21)	Overcome Obstacles	X	X		X		
(22)	Enhance Movement				X		
(23)	Provide Countermobility	X	X		X		
(24)	Enhance Physical Protection	X	X	X	X	X	X
(25)	Provide Operations Security	X	X	X	X	X	X
(26)	Conduct Deception Operations						
(27)	Provide NBC Defense	X	X	X	X	X	X

COMBAT SERVICE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(28)	Provide Transport Services	X	X	X	X	X	
(29)	Conduct Supply Operations	X	X	X	X	X	X
(30)	Provide Personnel Services	X	X	X	X	X	
(31)	Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32)	Provide Health Services		X			X	
(33)	Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34)	Conduct Enemy Prisoner of War Operations		X			X	
(35)	Conduct Law and Order Operations						
(36)	Conduct Civil Affairs Operations						
(37)	Provide Sustainment Engineering						
(38)	Evacuate Non-combatants from Area of Operations						
(39)	Provide Field Services					X	

Appendix D

USER'S GUIDE

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

Section 1 - Background on Functional Approach to Training and Battlefield Functions

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

Section 2 - Overview of Components to a BF Function Analysis

The BF FA conducted as part of this project (Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)) contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Overview: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TO&E) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E. It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance

of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

Section 3 - Use of the BF Function Analysis

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.

- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.

- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.

- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.

- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)

- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BFs/Units, and Key Inputs and Outputs)

- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)

- Who are the players and/or target audience? (Key Participants by Task)

- What enabling and objective knowledge and skills are required? (Gate Tasks)

- Are there any experiences and lessons learned that would be helpful?(Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs. The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis

Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

1. Conduct Training Assessment

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

a. METL tasks.

b. Each BOS for each METL task that requires remediation or sustainment.

c. Relevant BFs for each BOS that requires remediation or sustainment.

d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure 1, which presents a completed assessment worksheet for BF 18.

BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	**CURRENT TRAINING STATUS**					Overall **METL** Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
		P	*P*	*T*	*P*	*P*
Defend	*<u>Outcome 1</u>: OPORD generally very good; need more detail on control measures (excessive risk of fratricide).* *<u>Outcome 2</u>: Too slow getting information to supporting battalions--FSB especially needs support requirements earlier.* *<u>Outcome 3</u>: Dissemination is very smooth.* *<u>Outcome 4</u>: Weak communications between main CP and adjacent units.*					
Attack; Movement to Contact		*P*	*U*	*T*	*P*	*P*
	<u>Outcome 1</u>: Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both. *<u>Outcome 2</u>: Adjacent units never received initial WARNO.* *<u>Outcome 3</u>: OPORD distribution continued to be a strength.* *<u>Outcome 4</u>: Rear CP: SITMAP and information displays of tactical situation were not current.*					
Overall BF Status: BF 18 = *P*				BOS Status = *P*		

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

2. **Plan Training Events**

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure 2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	**OC 1**	**OC 2**	**OC 3**	**OC 4**
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure 2. Overview of tasks by outcomes for BF 18 FA.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure 3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]

a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]

1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]

2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]

b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]

1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCOORD, MP platoon leader).

2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).

c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]

1) Enemy COA. [FM 101-5, p. 4-17]

2) Restated mission. [FM 101-5, p. 4-18]

Figure 3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) Identification of references. As Figure 3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure 4 provides examples taken from the References component of BF 18.

Field Manuals (FMs)

6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy), January 1990
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light), January 1990
71-3	The Armored and Mechanized Infantry Brigade -January 1996
101-5	Command and Control for Commanders and Staff (Draft), August 1993

Army Training and Evaluation Program (ARTEPs)

71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff, April 1988

Figure 4. Excerpt from References component of BF 18 FA.

4) Identification of techniques and useful training information As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure 5.

5. **The brigade commander issues initial planning guidance.**

LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle, p. 9]

LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

Figure 5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TO&E, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure 6 depicts an example of that component of the BF 18 FA.

Tasks

5. **The brigade commander issues initial planning guidance.**

Participants

Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCOORD, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)

Figure 6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.

The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure 7.

KEY INPUTS

D - 4 GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF.

a. Division commanders verbal orwritten guidance.
b. Operational situation reports (OPSITREPs).
c. Periodic personnel report (PPREPT).
d. Periodic intelligence report (PERINTREP).
e. Periodic operation report (PEROPRPT).
f. Periodic logistics report (PERLOGRPT).
g. Periodic civil affairs report (PERCARPT).
h. Engineer reports.
i. Field artillery reports.
j. Air defense artillery reports.
k. Other reports of planning or critical combat information of interest to the brigades.

KEY OUTPUTS

Bde - 3 BRIGADE WARNING ORDER

a. Mission, intent, and CCIR of brigade commander.
b. Graphics.
c. Types of fire support munitions available, including CSR and RSR.
d. Enemy situation.
e. Assets available for collection of information and intelligence.
f. Task organization.

Figure 7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure 9.

5.The brigade commander issues initial planning guidance.

S2
[STP 34-35II-MQS, Intelligence]
- Conduct situation development [01-3381.01-4016].

Officer Common Tasks:
[STP 21-II-MQS, Common Tasks]
- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

NCO Common Tasks for: All Primary and Special Staff NCOs
[STP 21-24-SMCT, Common tasks]
- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]
- Perform duties in a tactical operations centeror admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure 8. Excerpt from Gate Tasks component of BF 18 FA.

Training Developers

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Amy Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

1. Standard Army Training System

The SATS is a computer-based software system that automates trainingmanagement doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. The BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure 9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	**Prerequisite Training Gates**
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	**TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)** - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure 9. Extract from CATS for battalion task force.

2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. BF FAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building "A Way" demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

3. Training Aids, Devices, Simulators, and Simulations

BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the "what" of training so that TADSS developers can develop the "how." The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BFs/Units, and Key Participants by Task.

4. Standard After Action Review System

STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels (mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes

component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

5. Army Training Digital Library

The ATDL is a repository of digital information related to training. BF FAs are compatible with ATDL formats and some FAs have been partially formatted into the Automated Systems Approach to Training. ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic "library without walls" that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

Appendix E

ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

A2C2	Army airspace command and control
ABCS	Army battle command system
ABE	assistant brigade engineer
ACP	airspace control plan
AD	air defense
ADA	air defense artillery
ADALO	air defense artillery liaison officer
ADC	area damage control
ADCOORD	air defense coordinator
ADO	air defense officer
ADW	air defense warning
AGM	attack-guidance matrix
AI	air interdiction
ALO	air liaison officer
ANGLICO	air and naval gunfire liaison company
AO	area of operations
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ASAS	all source analysis system
ASP	ammunition supply point
ASR	alternate supply route
ATC	air traffic control
ATO	air tasking order
ATP	ammunition transfer point

ATS	air traffic services
AVLO	aviation liaison officer
avn	aviation
AXP	ambulance exchange point
BCC	battlefield circulation control
BDA	battle damage assessment
Bde	brigade
BF	battlefield function
BMNT	begin morning nautical twilight
Bn	battalion
Bn TF	battalion task force
BOS	battlefield operating system(s)
BSA	brigade support area
C2	command and control
C2V	command and control vehicle
C2W	command and control warfare
C3	command, control, and communications
C3I	command, control, communications, and intelligence
CALL	Center for Army Lessons Learned
CAS	close air support
CCIR	commander’s critical information requirements
CE	communications and electronics
CEB	clothing exchange and bath
CGSC	Command and General Staff College
CHS	combat health support
CI	counterintelligence
CL	classes

CL I	subsistence items
CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VI	personal demand items
CL VII	major end items
CL VIII	medical material
CL IX	repair parts and components
CMLO	chemical officer
CMO	civil-military operations
Co	company
COA	course of action
COLT	combat observation lasing team
COMSEC	communications security
COSCOM	corps support command
CP	command post
CS	combat support
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
DISCOM	division support command
DIVARTY	division artillery
DP	decision point
DS	direct support
DSA	division support area
DST	decision support template
DTDD	Directorate of Training Doctrine and Development

DTTP	doctrine, tactics, techniques, and procedures
EAC	echelons above corps
EBA	engineer battlefield assessment
EC	electronic combat
ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information
EEI	essential elements of information
EENT	end evening nautical twilight
ENGR	engineer
EMP	electro-magnetic pulse
Engr	engineer
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery
FARP	forward arming and refuel point
FASCAM	family of scatterable mines
FCC	flight coordination center
FDC	fire direction center
FIST-V	fire support team vehicle
FLE	forward logistics element
FLOT	forward line of own troops
FM	field manual
FN	field note
FO	forward observer
FOC	flight operations center
FORSCOM	U.S. Army Forces Command
FRAGO	fragmentary order

FSB	forward support battalion
FSCM	fire support coordinating measure
FSCOORD	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
	G3 ACofS, operations and plans
GRREG	graves registration
GS	general support
HET	heavy-equipment transporter
HHC	headquarters and headquarters company
HIMAD	high- to medium-altitude air defense
HN	host nation
HPT	high payoff targets
HPTL	high payoff target list
HQ	headquarters
HSS	health service support
HVT	high-value target
IAW	in accordance with
IEW	intelligence and electronic warfare
IFF	identification, friend, or foe
IMC	instrument meteorological condition
intel	intelligence
INTSUM	intelligence summary
IP	initial point
IPB	intelligence preparation of the battlefield

ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JRFL	joint restricted list
JRAC	joint rear area coordinator
JSEAD	joint suppression of enemy air defense
LADW	local air defense warning
LAN	local area network
LANTIRN	low-altitude navigation and targeting infrared for night
LD	line of departure
ldr	leader
LLTR	low level transit route
LNO	liaison officer
LOC	lines of communication
LOGPAC	logistics package
LOGSTAT	logistics status report
LP	listening posts
LRP	logistics release point
LTIOV	latest time intelligence of value
LZ	landing zone
MBA	main battle area
MCI	minimum critical information
MCM	Multi-Command Manual
MCO	movement control officer
MCOO	modified combined obstacle overlay
MDMP	military decision-making process
MEDEVAC	medical evacuation

	METT-T mission, enemy, terrain, troops, and time available
MI	military intelligence
	MIJI meaconing, intrusion, jamming, and interference
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MOUT	military operations on urbanized terrain
MP	military police
MSR	main supply route
NAI	named area of interest
NAVAIDS	navigation aids
NBC	nuclear, biological, and chemical
NBCWRS	NBC warning and reporting system
NCO	noncommissioned officer
NGLO	naval gunfire liaison officer
NSF	naval surface fires
NVG	night vision goggles
OB	order of battle
OC	observer-controller
	OCOKA observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OEG	operational exposure guide
O&I	operations and intelligence
OP	observation post
OPCON	operational control
OPLAN	operations plan
opns/(ops)	operations

OPORD	operations order
OPSEC	operations security
OPSITREP	operational situation report
OR	operational readiness
P2	procedural and positive
PAC	personnel and administration center
PADS	position azimuth determining system
PERCARPT	periodic civil affairs report
PERINTREP	periodic intelligence report
PERLOGRPT	periodic logistic report
PEROPRPT	periodic operation report
PERSTAT	personnel status
PGM	precision guided munitions
PIR	priority intelligence requirements
PLL	prescribed load list
Plt	platoon
PM	provost marshal
POC	point of contact
POL	petroleum, oils, and lubricants
PPREPT	periodic personnel report
PRF	pulse repetition frequency
PSNCO	personnel services non-commissioned officer
PSYOP	psychological operations
PX	post exchange
PZ	pickup zone
R&S	reconnaissance and surveillance
RDO	radar deployment order

ROE	rules of engagement
ROM	refuel-on-the-move
ROZ	restricted operations zone
RSR	required supply rate
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
S5	civil-military operations, brigade and battalion staff
SALT	supporting arms liaison team
SATCOM	satellite communications
SCATMINE	scatterable mine
SEAD	suppression of enemy air defenses
sgt	sergeant
SIGSEC	signals security
SITMAP	situation map
SITREP	situation report
SIT TEMP	situation template
SME	subject matter experts
SO	signal officer
SOF	special operations forces
SOI	signal operating instructions
SOP	standing operating procedures
SOR	specific orders and requests
SPINS	special instructions
SPOTREP	spot report

Sr	senior
Sup	supply
SYSCON	systems control
TAC	tactical; tactical command post
TACAIR	tactical air
TAI	targeted area of interest
TAMMS	The Army Maintenance Management System
TCF	tactical combat force
TCP	traffic control point
TF	task force
TOC	tactical operations center
TOE/TO&E	tables of organization and equipment
TSOP	tactical standing operating procedures
TSS	target selection standards
TVA	target value analysis
UAV	unmanned aerial vehicle
ULLS	unit level logistics systems
UMT	unit ministry team
USAARMC	United States Army Armor Center
USAF	United States Air Force
USMC	United States Marine Corps
USN	United States Navy
VMC	visual meteorological condition
WAN	wide area network
WARNO	warning order
WCS	weapons control status

WSRO	weapons system replacement operations
XO	executive officer